ita
industry training authority

Annual Report 2007 / 2008

Taking Training to the Next Level

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industry training authority

Taking Training to the Next Level: 2007/08 marked a turning point year for the Industry Training Authority. With industry leadership and many other core aspects of its mandate now well-advanced and entrenched – as detailed within this report – the organization is increasingly focusing on innovation and other initiatives that will move industry training in British Columbia to its next level.

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YEAR IN REVIEW

April 2007

- More than 150 new apprentices register in electrician program – one of the ITA's top-growth trades for 2007/08

May

- New apprentice registrations exceed 1,000 for the month
- TradeRoutes mobile unit completes inaugural two-month trades awareness tour of northern BC, and commences 18-month training tour based on a call for community proposals

- New apprentice registrations exceed 1,000 for the month

Photography Credits: Photography for this publication was provided courtesy of ACCESS, BCIT, Delta School District, Métis Skills and Employment Centre, go2, and *The Province* newspaper. The Industry Training Authority gratefully acknowledges this assistance, which has enabled it to better represent the diversity of industry training programs and participants in British Columbia, and the range of organizations that contribute to its success.

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Message from the Chair

To the Honourable Colin Hansen
Minister of Economic Development and
Minister Responsible for the Asia-Pacific Initiative and the Olympics

On behalf of the board of directors, I am pleased to present the annual report of the Industry Training Authority (ITA), which reflects its performance during 2007/08.

In the end result, more British Columbians are pursuing skills training and earning credentials to the highest industry standards. More training programs are managed by Industry Training Organizations (ITOs). And more participants are benefiting from better and faster support services.

These results are encompassed in the six goals and 29 measures reviewed in this report.

Skilled labor shortages, however, continue to be among the principal concerns in BC's economic outlook and, accordingly, attracted several major initiatives during the year:

Overall, operational results during 2007/08 have been strong. Key challenges, including completion rates and technical training wait times, are being addressed. And, financially, there was a close alignment between projected and actual results, with a moderate excess of revenue over expenses at year-end.

Reflecting on the year's achievements, the board and management are confident the ITA is on its way to completing the first phase of its mandate to establish effective new system infrastructure, stabilize key processes, improve outcomes, and facilitate industry leadership.

At the same time, the ITA is moving beyond core policy and operational considerations to other aspects of its mandate, such as alternative delivery, integrated and contemporary

July

- New apprentice registrations exceed 1,000 for the month

August

- ITA appoints director of Aboriginal apprenticeship, to lead development of strategy to double Aboriginal participation by 2010
- Release of provincial government capacity review, identifying the potential for significant optimization-based expansion of technical training delivery in the public post-secondary system

September

- New apprentice registrations exceed 1,000 for the month
- ITA hosts stakeholder consultations on issues and and responsibilities associated with expanded use of competency-based assessment

Participation Initiatives – Growth in apprenticeship was improved through strategic focus on youth program delivery, and an emerging focus on Aboriginal and female participation.

Industry Leadership – The six current ITOs continued to expand the scope of programs and participants for which they have responsibility.

Improved Delivery – In a cooperative manner of enterprise partnership with public and private institutions, training delivery was improved through continued focus on program accessibility, flexibility and seat utilization. A mobile training unit was deployed for a two-year northern tour, and an e-learning strategy was developed.

skills assessment, innovative productivity initiatives, and new opportunities in the application of industry training outside the traditional trades.

To this end, the ITA is making the industry training system increasingly customer-centered and outcomes-oriented through innovation in all aspects of design and delivery. This includes an increased emphasis on the functional assessment of skills acquired outside the formal apprenticeship context, and in places outside BC and Canada.

This represents the beginning of a second phase of ITA activity, during which it will move the industry training system to the "next level" and even more fully capture the vision behind the ITA's creation.

The results reflected in this report represent progress in this direction during 2007/08, and we are confident this progress will be accelerated in 2008/09 and beyond.

This report was prepared under the direction of the board, which is accountable for its content and the internal controls in place to ensure accuracy. It has been prepared in accordance with the *Budget Transparency and Accountability Act* and the BC Reporting Principles, and reflects performance for the year ended March 31, 2008, with reference to the February 2007 service plan. Significant performance-expectation changes and data-reliability issues have been noted. And all significant decisions, events and identified risks, as of May 31, 2008, have been considered.

Frank Borowicz, QC
Chairman

November

- New apprentice registrations exceed 2,000 for the month (including an ACE IT intake)
- Release of ITA report on alternative trades training delivery – providing a basis for expanded e-learning opportunities
- Province invests almost $820,000 in trades-training equipment in secondary schools, in support of ACE IT program

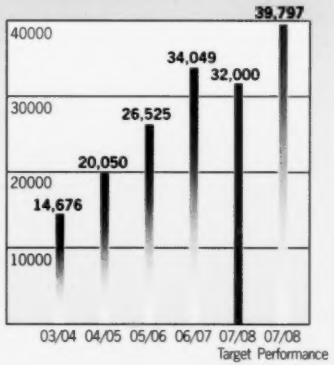
December

- New apprentice registrations exceed 1,000 for the month
- BC celebrates passing the 10,000 threshold in the number of registered employers offering sponsorship opportunities

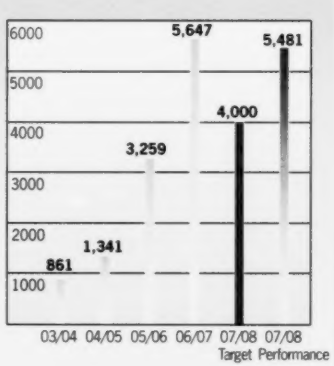
- Launch of new competency-based industrial electrician apprenticeship program and trades qualification

2007/08 PERFORMANCE HIGHLIGHTS

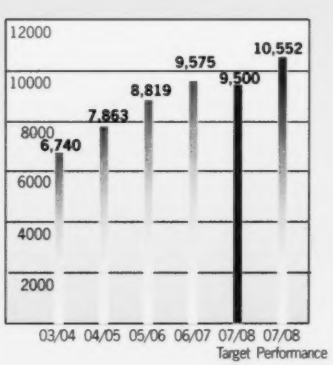
Registered Participants
(excluding foundation programs)



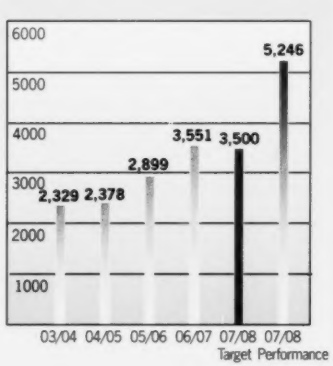
Youth Apprenticeship



Registered Sponsors



Apprenticeship Credentials Awarded



Targets were set during 2006/07 and had already been exceeded by the beginning of 2007/08 due to strong performance in the preceding year.

Message from the CEO

To Our Partners and Stakeholders

I assumed the leadership of the Industry Training Authority (ITA) at the mid-point of the 2007/08 fiscal year, having already been on-board in a transitional capacity for a number of months. It was evident to me from the outset that considerable progress had been achieved over the less than four years since the ITA's inception, for which I must express my admiration and thanks to my predecessor Brian Clewes.

Much of that progress is readily quantifiable and is detailed elsewhere in this report. Less tangible but equally important is the significant progress that has also been made in establishing constructive relationships with the many players in the province's industry training system. And without that progress, success against ITA performance measures would not have been possible.

Service-delivery partners and other industry training contributors clearly share the ITA's commitment to continuous improvement, and in that spirit we have engaged many of them this year in discussions regarding an "enterprise partnership" model of interaction and collaboration.

Apprentices and employers are the customer groups at the core of this model. The ITA plays a pivotal role in facilitating contributions on the part of all stakeholders – Industry Training Organizations, training providers, government ministries, school districts and organized labour – who contribute to meeting those customers' needs. Shared system stewardship is a key guiding principle.

We intend to continue transitioning toward this model, which will anchor our efforts to build on progress to-date and to truly move industry training in BC to the next level.

January 2008

- Tourism industry officially launches PROPEL, a division of the sector's human resources association which is sanctioned as an Industry Training Organization by the ITA

February

- New apprentice registrations exceed 1,000 for the month
- ITA and *The Province* newspaper issue call for nominations in second annual Top in Trades professional recognition program

March

- New apprentice registrations exceed 2,000 for the month (including an ACE IT intake)
- A record of 572 graduates receive $1,000 scholarships, recognizing successful participation in the Secondary School Apprenticeship program

I note in particular the productive collaboration between the ITA and the public colleges and university colleges that deliver the bulk of technical training in BC. 2007/08 marked the first time we concluded written agreements with all public institutions that deliver ITA-funded training, and we joined with them to establish a Joint Leadership Committee as a primary forum for ongoing dialogue. (See page 32.)

Let me add as well my thanks to our highly capable customer service staff, who continued to deal with significantly expanded volumes of registrations and other activity in 2007/08, while exceeding most of our ambitious service standards by significant margins.

I extend my gratitude to all the ITA's "enterprise partners" and to our staff for their contributions to our collective success this year, and for their commitment to fully leverage innovation in support of our shared vision for industry training success.

Kevin Evans
Chief Executive Officer

Organizational Overview

Public Interest Served

The Industry Training Authority (ITA) manages and expands the province's industry training system, taking direction mainly from industry while responding to the needs of apprentices and other training participants. In doing so, it serves closely related public interests in seeing labour-market needs met, enabling individual British Columbians to pursue career objectives, and advancing BC's future competitiveness and economic strength.

The ITA has responsibility for a growing range of apprenticeship programs, foundation programs (pre-apprenticeship) and youth programs. These programs are post-secondary education with these distinguishing features:

- program standards/outcomes are defined by industry;
- training is primarily completed in the workplace; and
- completion results in a provincial, ITA-issued credential.

The ITA's legislative mandate is defined in the *Industry Training Authority Act* (a full copy of which is available at **www.itabc.ca)**, and further direction is provided through shareholder's letters of expectations. (See page 21.) Key aspects of the organization's legislative mandate include:

- designations and recommendations regarding new training programs;
- development of program standards;
- development of examination and assessment standards;
- recognition and approval of training providers; and
- training delivery funding.

The ITA works to ensure that the types, structures and volumes of training provided align with current and anticipated industry needs, and the concept of industry leadership is central to its mandate and operations.

Structure and Service Delivery

The ITA focuses on governance, policy development, and system-wide coordination. A full-time executive and administrative staff of 24[1] at a Richmond office are organized on these functional lines, representing the ITA's core operational and business areas:

- customer service;
- industry relations;
- product (training program) development;
- Red Seal programs;
- finance and administration;
- policy and research;
- communications and marketing; and
- Aboriginal apprenticeship.

(See page 7 for a listing of the ITA's senior management.)

Another 18 staff work at a Vancouver customer service centre (14 full time and four part time) where they provide information and services to ITA customers, pertaining to administrative matters such as registrations, examinations and certifications. Information and examination services are available province-wide through Service BC offices.

During 2007/08 the ITA continued to serve two primary customer groups:

1. Industry – any employer or group of employers with a need for formally trained workers possessing credentials within the scope of the ITA's mandate; and

2. Learners – apprentices and foundation program (pre-apprenticeship) participants who take part in industry training programs with the intent of obtaining skills and credentials that are in-demand by industry.

The ITA works with two categories of service-delivery partners.

Partner	Industry Training Organizations	Training Providers
	During 2007/08 six ITOs had responsibility for training programs encompassing 88 per cent of all apprentices. Responsibilities include providing training-volume recommendations; developing, implementing and maintaining specific training programs; and providing services to industry and learners.	During 2007/08 16 public and 24 private training institutions were funded to provide the technical training component of programs leading to ITA credentials. (Public trainers provided the bulk of this training – 92 per cent, as measured by financial contributions from the ITA.)
Accountabilities	ITOs are partially funded by the ITA and provide defined services on a contractual basis, while operating with high degrees of autonomy. They submit annual service plans and quarterly and annual reports, including performance measures aligned with the ITA's own.	Institution-specific letters-of-agreement and training purchase plans (on which the relevant ITOs provide input) specify the type and scope of training to be provided. Individual plans are consistent with a financial and accountability framework addressing system-wide priorities and objectives.

ITA Vision: British Columbians have affordable access to quality, responsive, integrated and accountable industry training that meets the needs of industry and learners.

ITA Mission: The ITA provides effective governance for BC's industry training system, thus assuring a timely supply of skilled labour for industry and career development opportunities for British Columbians. The ITA facilitates industry leadership in the training system, thereby assuring the relevance and effectiveness of training outcomes.

[1] Staff counts as of fiscal year end.

"...industry has said 'we want that, make it happen' – and so we are."

– Lloyd Stamm, Automotive Training Standards Organization, Burnaby

Taking Training to the Next Level: Automotive ITO Crosses Full-Service Threshold

The six sector-specific Industry Training Organizations (ITOs) extended both the reach and breadth of their activities during 2007/08. One was formally designated as delivering full service, with the rest making important strides towards this milestone.

Full-service status is the final stage in the evolution of an ITO. With this designation come expanded responsibilities and accountabilities, and broader access to operational and program-maintenance funding from the Industry Training Authority. The designation follows an audit focusing on such things as governance and financial management.

The process has been challenging, says Automotive Training Standards Organization CEO Lloyd Stamm, since his organization and the other original ITOs have effectively had to determine what "industry leadership" means in practice in their particular sectors.

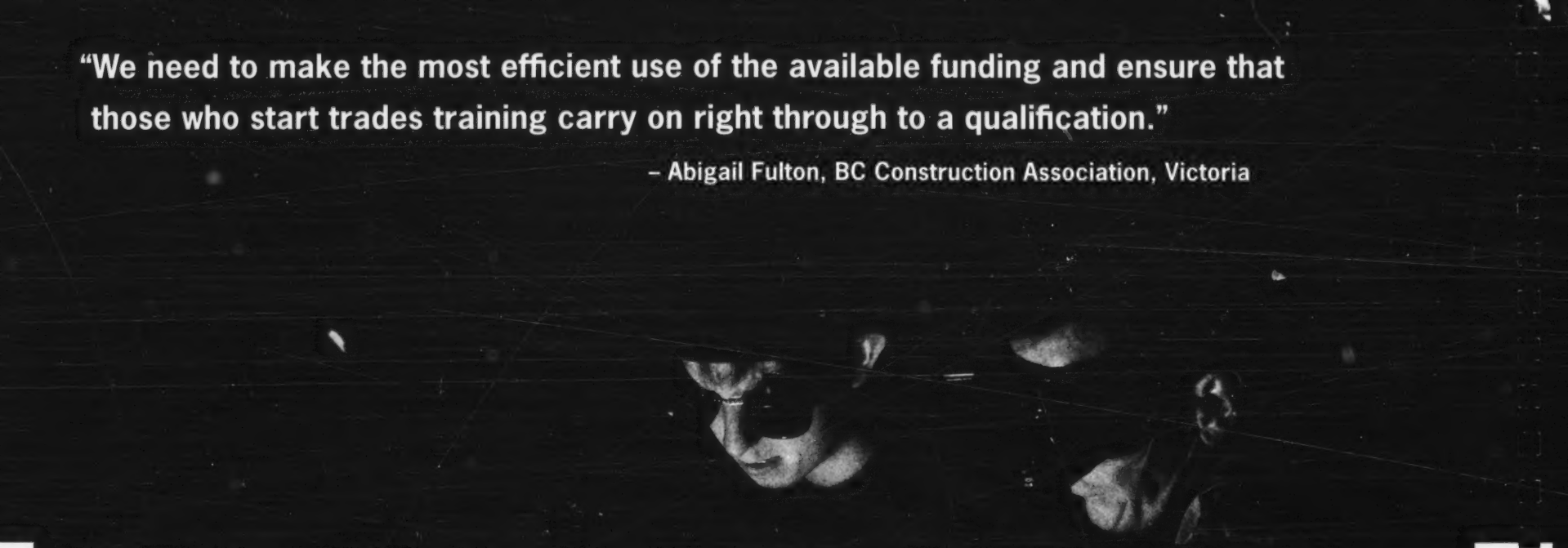
"Full-service status is the culmination of this concept," he says. "We've shown we have the ability and governance to really do what needs to be done as an industry. And based in part on our experience the pathway of how to get here is now mapped out for other ITOs."

He cites customer service and engagement with training providers as among the new focal points for the automotive ITO. Stamm adds that the BC automotive industry's ability to implement its own training priorities within a flexible framework is attracting favourable attention from colleagues across Canada.

Photo Courtesy BCIT (Scott McAlpine)

"We need to make the most efficient use of the available funding and ensure that those who start trades training carry on right through to a qualification."

– Abigail Fulton, BC Construction Association, Victoria



Taking Training to the Next Level: Completion Rate Issues Put Under Research Spotlight

A complex mix of factors likely accounts for apprenticeship completion rates that remained below target in 2007/08. To understand the drivers and be in a position to address them, the Industry Training Authority (ITA) participated extensively in two major research initiatives focusing on this issue in the past year.

The first was the large-scale Statistics Canada National Apprenticeship Survey, with a 30,000+ sample size. The ITA was involved in survey design, and co-chairs the working group that will oversee analysis of the survey findings.

The ITA also participated in BC-specific research relating specifically to construction-sector completion. Led by a multi-stakeholder committee established by the BC Construction Association, this research was funded by Human Resources and Skills Development Canada. It involved in-depth surveys of current apprentices, non-completers and employers.

Both research initiatives are expected to provide valuable new insight into completion-influencing factors such as skills upon program entry, program design, and the state of the economy. Job-market outcomes for non-completers, and completion patterns among various groups of apprentices, will also be assessed.

Release of survey findings was pending when this report was prepared. They are expected to provide a basis for response strategies that may include changes to apprenticeship training delivery.

Photo Courtesy BCIT (Alistair Eagle)

Corporate Governance

Roles and Principles

The Industry Training Authority (ITA) is governed by a nine-member board of directors, appointed by the Minister of Economic Development. Through a reporting relationship to the minister, the ITA is held accountable for fulfilling its legislative mandate and other direction from government.

Directors act in a fiduciary role and in the best interests of the ITA rather than on behalf of any particular interest or constituency. In broad terms, the board's role consists of:

- Leadership – setting strategic direction and empowering management to pursue it;
- Oversight – holding management accountable for defined performance results;
- Stewardship – ensuring effective use of resources made available to the ITA; and
- Reporting – to government, stakeholders and the public at large.

The board undertakes an annual strategic planning exercise, through which it provides input on key priorities and strategies, which then informs the ITA's goals and performance measures. In 2007/08, the ITA board initiated a process for the engagement of Industry Training Organization board members in this process.

The ITA board adheres to various governance principles, reflecting guidance from the Government of British Columbia's Board Resourcing and Development Office (BRDO), and public and private-sector best practices. Key principles include:

- independence of directors vis-à-vis both government and management;
- clear delineation of expectations by means of terms of reference;
- adherence to a rigorous code of conduct (applicable to both directors and employees, and regulating potential conflicts of interest);
- continuous governance improvement, in part through professional development on the part of directors and an annual governance assessment process; and
- transparency with respect to board governance practices.

The board's 2007/08 survey-based governance assessment suggested opportunities for improvement relating to: development of a formal board development plan, enhancing the strategic focus of the policy committee's mandate, and scheduling board meetings throughout the province to provide opportunities for stakeholder outreach.

The ITA has a high level of compliance with the specific recommendations in the BRDO's Best Practices Guidelines. The disclosure requirements in section three of that document have been met, and the relevant documentation is available at **www.itabc.ca**.

Membership and Committees

Board members are drawn from diverse backgrounds, and have a range of industry and training-related expertise. Consideration is given, when vacancies occur, to ensuring an appropriate mix of specialized expertise and geographic balance. All board members serve on at least one of three standing committees, whose terms of reference are available at **www.itabc.ca**.

Board of Directors

The members of the ITA's Board of Directors, and their committee responsibilities, are:

Frank Borowicz (chair)	Finance & Audit, Human Resources & Governance
Allan Bruce	Policy
Jack Carthy	Finance & Audit, Human Resources & Governance
Dana Francis	Policy
Barbara Naef	Finance & Audit
Frank Pasacreta	Policy (chair)
Gail Stephens	Finance & Audit (chair)
Gord Stewart	Policy, Human Resources & Governance
Jim Utley	Human Resources & Governance (chair)

Senior Management

The members of the ITA's senior management team are:

Kevin Evans	Chief Executive Officer
Geoff Stevens	Vice-President, Industry Relations
Sandy Steward	Vice-President, Customer Service
Lisa Dooling	Director, Communications and Marketing
Joe Laminski	Director, Product Development
Lindsay Langill	Director, Red Seal Programs
Gary McDermott	Director, Aboriginal Apprenticeship
Jeff Nugent	Director, Policy and Research
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Introduction

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Targets were achieved on 17 measures, and not achieved on four. Performance data remains pending relative to five other measures and will be disclosed in upcoming monthly reports (although data-related limitations precluded establishing 2007/08 targets for most of these measures). For reasons disclosed below, 2007/08 performance against targets is indeterminable for the three remaining measures.

Operating Environment

Now long-standing growth in labour market demand continued during 2007/08 in British Columbia generally, and in various trades-dependent sectors in particular. Employment grew by 3.2 per cent in calendar 2007, exceeding both 3.1 per cent growth in 2006 and five-year average growth of 2.9 per cent. Employment growth continued to outweigh labour force growth and the unemployment rate dipped as low as 3.9 per cent.

Skill shortages therefore remained a widespread challenge, and the imperative of continuing to expand training participation and improve training outcomes remained strong. At the same time, interest continued to grow in the broader and more diversified application of the industry training model.

Training system capacity issues are of potential concern within such an operating environment. Such issues relate to either resources available to the ITA itself (such as budgets, staffing and infrastructure), and/or to broader system-wide resource availability in contexts such as technical training delivery.

During 2007/08, however, the ITA – in collaboration with its service delivery partners – continued to have sufficient capacity of both types to discharge its mandate and to largely achieve targeted levels of growth and other aspects of performance.

Key capacity-enhancement initiatives going forward will include:

- infrastructure improvements such as a new information technology platform;
- assumption of additional responsibilities on the part of existing Industry Training Organizations and possible further expansion of the ITO network;
- improved leveraging of existing training delivery capacity; and
- increased diversification of training providers and delivery models.

Specific capacity issues and other risks believed by ITA management to have been of relevance to its performance during 2007/08 are identified in the table at right, as are relevant responses during the year and the longer-term outlook.

Risks and Capacity Issues

Issue	Overview	Response/Outlooks
Demand Growth	**Capacity Issue & Risk –** Growth in labour-market demand for industry training-based skills could exceed the system's output of appropriately credentialed individuals, due to capacity and/or other constraints. (Concurrently, demand growth supports participation growth, inasmuch as it drives availability of work-based training opportunities.)	Employers in industry training-dependent fields commonly identify hiring challenges as a current constraint, and large-scale shortfalls are projected in the 2006-2018 period between total job openings and the output of BC's K-12 school system. The ITA responded by facilitating continued growth in registered participants in 2007/08. Further growth will be targeted for 2008/09, with the expectation that longer-term participation levels will be set with reference to improved labour-market information.
Supply Constraints	**Risk –** Insufficient recruitment into industry training programs is a constraint (outside the capacity context) that could cause labour-market demand for industry training-based skills to exceed the output of appropriately credentialed individuals.	While recruitment into traditional trades is believed in recent years to have been impaired by attitudinal barriers, there are more recent indications of improvement. Current ITA supply-side initiatives focus on youth participation, and 2007/08 saw the initiation of major new efforts focusing on Aboriginal participation.
Completion Rates	**Risk –** Low levels of apprenticeship completion reduce the output of credentialed individuals, relative to the potential represented by entry cohorts, and negatively impact cost-related and other efficiency measures.	Segmented completion rates are key ITA performance measures, and apprenticeship completion has been consistently measured since 2005/06. While 2007/08 performance remained below target, the ITA actively participated in further research aimed at better identifying contributing factors and improvement opportunities.
Technical Training – Capacity	**Capacity Issue –** Significant growth in training participation, and often rapid shifts in program and region-specific needs, strain the capacity of the training system to provide technical training within reasonable wait times. Excess wait times negatively impact the quality of learning, and continuation and completion rates.	The ITA was among the participants in a BC government-commissioned study during 2007/08 which identified the potential for significant improvements in capacity utilization, and the ITA promotes optimization through training purchase plans. The ITA achieved its 2007/08 wait times target, and is targeting further improvement over the next two years.
Technical Training — Delivery Models	**Risk –** Continued over-reliance on traditional delivery models (block release, institution-based) acts as a barrier to entry on the part of many potential training participants and likely negatively impacts outcomes such as completion.	The ITA took various steps towards realizing the long-standing goal of increased delivery flexibility in 2007/08, including developing an e-learning strategy and securing dedicated funding to support its implementation.
Assessment Methodologies	**Risk –** Continued over-reliance on a single assessment method (written exams) tends to under-recognize industry training-related skills, particularly those acquired outside the formal apprenticeship context and/or in other jurisdictions. This reduces the output of credentialed individuals and imposes unnecessary re-training requirements.	Increased assessment-methodology diversity was enabled in 2007/08 through adoption of a new policy and is the subject of a new measure in the most recent service plan. The ITA also concluded research into international best practices and commenced preparation for collaborative piloting. This is linked to an increased emphasis on the mandate to credential based on existing skills.

BC Economic Review and Outlook, February 2008.

Report on Performance: Introduction

Introduction

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Issue	Overview	Response/Outlooks
[illegible]	**Capacity Issue & Risk –** Growth in labour-market demand for industry training-based skills could exceed the system's output of appropriately credentialed individuals, due to capacity and/or other constraints. (Concurrently, demand growth supports participation growth, inasmuch as it drives availability of work-based training opportunities.)	Employers in industry training-dependent fields commonly identify hiring challenges as a current constraint, and large-scale shortfalls are projected in the 2006-2018 period between total job openings and the output of BC's K-12 school system. The ITA responded by facilitating continued growth in registered participants in 2007/08. Further growth will be targeted for 2008/09, with the expectation that longer-term participation levels will be set with reference to improved labour-market information.
[illegible]	**Risk –** Insufficient recruitment into industry training programs is a constraint (outside the capacity context) that could cause labour-market demand for industry training-based skills to exceed the output of appropriately credentialed individuals.	While recruitment into traditional trades is believed in recent years to have been impaired by attitudinal barriers, there are more recent indications of improvement. Current ITA supply-side initiatives focus on youth participation, and 2007/08 saw the initiation of major new efforts focusing on Aboriginal participation.
[illegible]	**Risk –** Low levels of apprenticeship completion reduce the output of credentialed individuals, relative to the potential represented by entry cohorts, and negatively impact cost-related and other efficiency measures.	Segmented completion rates are key ITA performance measures, and apprenticeship completion has been consistently measured since 2005/06. While 2007/08 performance remained below target, the ITA actively participated in further research aimed at better identifying contributing factors and improvement opportunities.
Technical Training – Capacity	**Capacity Issue –** Significant growth in training participation, and often rapid shifts in program and region-specific needs, strain the capacity of the training system to provide technical training within reasonable wait times. Excess wait times negatively impact the quality of learning, and continuation and completion rates.	The ITA was among the participants in a BC government-commissioned study during 2007/08 which identified the potential for significant improvements in capacity utilization, and the ITA promotes optimization through training purchase plans. The ITA achieved its 2007/08 wait times target, and is targeting further improvement over the next two years.
Technical Training — Delivery Models	**Risk –** Continued over-reliance on traditional delivery models (block release, institution-based) acts as a barrier to entry on the part of many potential training participants and likely negatively impacts outcomes such as completion.	The ITA took various steps towards realizing the long-standing goal of increased delivery flexibility in 2007/08, including developing an e-learning strategy and securing dedicated funding to support its implementation.
Assessment Methodologies	**Risk –** Continued over-reliance on a single assessment method (written exams) tends to under-recognize industry training-related skills, particularly those acquired outside the formal apprenticeship context and/or in other jurisdictions. This reduces the output of credentialed individuals and imposes unnecessary re-training requirements.	Increased assessment-methodology diversity was enabled in 2007/08 through adoption of a new policy and is the subject of a new measure in the most recent service plan. The ITA also concluded research into international best practices and commenced preparation for collaborative piloting. This is linked to an increased emphasis on the mandate to credential based on existing skills.

[2] BC Economic Review and Outlook, February 2008.

Responses have been designed so as to leverage the opportunity that is typically inherent within an identified risk. For example, while supply constraints are a barrier to training-participation growth, recruitment initiatives targeting currently under-represented groups represent a significant opportunity.

Beyond these specific responses, the ITA follows a range of risk-management practices relating to matters such as data integrity, financial accountability, privacy protection, human resource and succession planning, and reputation management. During 2007/08 the organization also developed a formal risk management framework.

Selection of Goals and Measures

The selection of goals has been guided by: the ITA's legislative mandate and other direction from government, market research and dialogue with customers and stakeholders, and analysis of training and labour-market conditions and best practices.

Goals consist of broad and encompassing outcomes which, if achieved, are likely to result in fulfillment of the ITA's mission and realization of its vision. (See page 4.) Goals are selected with reference to risks, opportunities and capacity issues, and are pursued in manners consistent with ITA values.

Measures are indicators of success in achieving goals and are selected based on a meaningful degree of ITA control over achievement, measurement feasibility and reliability, and relevance to stakeholders. As far as possible, measures are quantifiable and outcomes oriented. Some measures have been refined over time, to ensure they provide the most meaningful indicator of the underlying aspect of success.

Targets are set so as to drive continuous improvement while also representing achievable performance. They are selected with reference to recent trends, capacity and anticipated needs.

Comments on the rationale for specific measures, and on factors influencing performance during 2007/08, are provided on the following pages.

Refinement of Goals and Measures

There is a high degree of continuity between the goals and performance measures contained in the ITA's service plan tabled in February 2007, reported on on the following pages, and those contained in the most recent service plan for 2008/09-2010/11. The presentation of the framework has, however, been refined and some substantive changes made:

- **Goal 1** remains substantively the same with refinements to the presentation and scope of measures – additionally, new sub-measures have been added regarding sponsor, female and recent-immigrant participation, and an existing youth intent measure is incorporated into this goal along with added sub-measures for Aboriginal and female youth intent;
- **Goal 2** remains the same, although a more meaningful measure of ITO operational scope is used (percentage of participants covered, rather than number of ITOs);
- Training accessibility and flexibility (goal 3 of the February 2007 plan) is no longer treated as a stand-alone goal, but these principles will continue to guide pursuit of more readily quantifiable targets;
- **Goal 3** in the new plan is equivalent to goal 4 in the February 2007 plan, with various refinements – training purchase plans are discontinued as a measure, new seat utilization and assessment-related measures are added, and a more meaningful measure of program updating is used; and
- **Goal 4** in the new plan includes elements of goal 5 of the February 2007 plan (client satisfaction and service-level standards), and a measure of stakeholder engagement replaces a stakeholder awareness measure (goal 6 of the February 2007 plan).

The ITA's 2008/09-2010/11 service plan is available at **www.itabc.ca**. It will be reported on in future annual and monthly reports. Changes impacting directly on the measures included in this report – including discontinuation, refinement and/or target adjustment – are noted on the following pages.

GOAL 1: Expand supply-side and demand-side participation

Strategies:

- **Address entry and participation barriers for sponsors and learners**
- **Appoint senior staff member with responsibility for Aboriginal participation**
- **Work collaboratively on delivery and refinement of multiple youth programs**
- **Improve data availability and outcomes tracking regarding foundation program and youth participants**
- **Monitor continuation and completion rates and improve knowledge base regarding limiting factors**

ALL PARTICIPANTS

MEASURE: REGISTERED PARTICIPANTS — √

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
33,389	38,018	36,000[4]	43,922	43,900[5]	TBD – LMI	TBD – LMI

MEASURE: CREDENTIALS/CREDITS AWARDED — √

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
2,899	7,131	7,500	7,790	TBD	TBD	TBD

APPRENTICESHIP

MEASURE: REGISTERED PARTICIPANTS — √

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
23,266	28,402	28,000[7]	34,316	36,000	TBD - LMI	TBD - LMI

MEASURE: CREDENTIALS AWARDED — √

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
2,899	3,551	3,500[8]	5,246	4,200[9]	4,200	4,200

MEASURE: COMPLETION RATE — X

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
42%	39%	42%	38%	42%[11]	44%	46%

FOUNDATION PROGRAMS

MEASURE: REGISTERED PARTICIPANTS — √

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
6,864	3,969	4,000	4,125	3,900[13]	3,700	3,500

MEASURE: CREDENTIALS AWARDED — X

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
n/a	3,580	4,000	2,544	3,471	3,293	3,115

MEASURE: COMPLETION RATE — Results Pending

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
n/a	n/a	n/a	Pending[14]	TBD	TBD	TBD

MEASURE: CONTINUATION TO APPRENTICESHIP — Baseline/Target Unavailable

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
n/a	n/a	n/a[15]	45%	TBD	TBD	TBD

[1] "Registered Participants" include apprentices, foundation program participants and youth apprentices.

[2] This target was set in 2006 and had already been exceeded by March 31, 2007.

[3] Targets will be adjusted to reflect strong 2007/08 performance.

[4] "Credentials/Credits Awarded" benchmarks and performance figures include apprentices and foundation program participants (the first of whom were credentialed in 2006/07). Data with respect to credits awarded to youth apprentices will be available for the first time in fall 2008. The 2007/08 target therefore excluded youth credits, although future targets will include it.

[5] This target was set in 2006 and had already been exceeded by March 31, 2007. The target for 2008/09 reflects recent performance.

[6] This target was set in 2006 and had already been exceeded by March 31, 2007.

[7] Targets will be adjusted to reflect strong 2007/08 performance.

GOAL 1: Expand supply-side and demand-side participation

Strategies:

- **Address entry and participation barriers for sponsors and learners**
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- **Work collaboratively on delivery and refinement of multiple youth programs**
- **Improve data availability and outcomes tracking regarding foundation program and youth participants**
- **Monitor continuation and completion rates and improve knowledge base regarding limiting factors**

ALL PARTICIPANTS

MEASURE: REGISTERED PARTICIPANTS[3]

	Performance					
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
2004/05	38,018	36,000[4]	43,922	43,900[5]	TBD – LMI	TBD – LMI

MEASURE: CREDENTIALS/CREDITS AWARDED[6]

	Performance					
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
2004/05	7,131	7,500	7,790	TBD	TBD	TBD

APPRENTICESHIP

MEASURE: REGISTERED PARTICIPANTS

	Performance					
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
2004/05	28,402	28,000[7]	34,316	36,000	TBD - LMI	TBD - LMI

MEASURE: CREDENTIALS AWARDED

	Performance					
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
2004/05	3,551	3,500[8]	5,246	4,200[9]	4,200	4,200

MEASURE: COMPLETION RATE[10]

	Performance					
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
2004/05	39%	42%	38%	42%[11]	44%	46%

FOUNDATION PROGRAMS

MEASURE: REGISTERED PARTICIPANTS[12]

	Performance					
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
2004/05	3,969	4,000	4,125	3,900[13]	3,700	3,500

MEASURE: CREDENTIALS AWARDED

	Performance					
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
2004/05	3,580	4,000	2,544	3,471	3,293	3,115

MEASURE: COMPLETION RATE — Results Pending

	Performance					
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
n/a	n/a	n/a	Pending[14]	TBD	TBD	TBD

MEASURE: CONTINUATION TO APPRENTICESHIP — Baseline/Target Unavailable

	Performance					
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
n/a	n/a	n/a[15]	45%	TBD	TBD	TBD

3 "Registered Participants" include apprentices, foundation program participants and youth apprentices.

4 This target was set in 2006 and had already been exceeded by March 31, 2007.

5 Targets will be adjusted to reflect strong 2007/08 performance.

6 "Credentials/Credits Awarded" benchmarks and performance figures include apprentices and foundation program participants (the first of whom were credentialed in 2006/07). Data with respect to credits awarded to youth apprentices will be available for the first time in fall 2008. The 2007/08 target therefore excluded youth credits, although future targets will include it.

7 This target was set in 2006 and had already been exceeded by March 31, 2007. The target for 2008/09 reflects recent performance.

8 This target was set in 2006 and had already been exceeded by March 31, 2007.

9 Targets will be adjusted to reflect strong 2007/08 performance.

YOUTH APPRENTICESHIP

MEASURE: REGISTERED PARTICIPANTS ✓

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
3,259	5,647	4,000	5,481[1]	4,000	4,000	4,000

MEASURE: CREDITS AWARDED — Results Pending

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
n/a	n/a	n/a	Pending[2]	TBD	TBD	TBD

MEASURE: COMPLETION RATE — Results Pending

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
n/a	n/a	n/a	Pending[3]	TBD	TBD	TBD

MEASURE: CONTINUATION TO APPRENTICESHIP — Results Pending

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
n/a	n/a[4]	n/a	Pending[5]	TBD	TBD	TBD

MEASURE: PERCENT OF FEMALE PARTICIPANTS ✓

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
n/a	19%	19%	20%	Measure refined: Overall female participation rather than participation in only youth programs will be tracked (10% improvement targeted in 09/10 over 08/09 baseline)		

Rationale: The suite of measures reported on above collectively captures both the scope and effectiveness of industry training participation growth. Such growth is the most fundamental pre-condition to meeting increased labour-market demand, which is being driven by both economic and demographic considerations.

To provide more precise insight, the measures are segmented by apprentices, foundation program participants and youth. Youth participants, with their longer career horizons, represent a more durable response to growth in labour-market demand, and a higher return on training investments. Industry training is also increasingly recognized as a high quality educational and career pathway for youth.

The three to four sub-measures for each of the participant segmentations provide an indication of the degree to which the industry training system is meeting desired outcomes.

Credentials/credits awarded measures successful program completion. Completion rates provide the added insight of measuring successful completion as a percentage of those who began a program. And in the case of foundation program and youth participants, continuation measures indicate the percentage of successful completers who in turn proceed to apprenticeship.

A fifth sub-measure for the youth segmentation focuses on female participation, in response to government direction to increase participation on the part of this and other under-represented groups.

Performance and Outlook: The ITA has consistently exceeded targets for participation growth since its inception. This remained the case in the aggregate in 2007/08 and with respect to all segmentations.

The ITA achieved its target with respect to credentials awarded in the aggregate and with respect to apprentices (with respect to which there was particularly strong growth). This reflects growth in participation, as well as the growing availability of credentials for what were previously components of longer programs.

[1] Calculated on a quarterly basis and reflecting the percentage of apprentices issued a credential within six years of registration.

[2] Performance targets for 2008/09 and 2009/10 have been adjusted downward (by 2%) in keeping with actual results achieved since tracking began in 2005/06.

[3] Foundation program "Registered Participants" benchmarks were arrived at by varying methodologies, using information available at the time, but are nevertheless believed to provide reasonably accurate and comparable quantifications. 2007/08 performance was arrived at using a methodology that will be consistently applied going forward. Methodologies are fully disclosed in ITA monthly statistics reports.

[4] Targets reflect the expectation that – consistent with industry priorities, program demand and economic realities – a larger proportion of training resources will be directed towards apprenticeship over the next three years.

[5] To be reported in July 2008, based on the completion of work with the Ministry of Advanced Education's Central Data Warehouse to develop a calculation methodology.

[6] Cohort was too small to calculate an accurate baseline in 2006/07, thus no basis existed for establishing a 2007/08 target.

[7] The lower 2007/08 target and participation reflect the implementation of a more rigorous close-out process, whereby active youth apprentices are closed out on the earlier of their 20th birth date or their graduation date plus 150 days. Targeted participation nevertheless represents a significant and sustainable increase over earlier levels.

[8] To be reported in fall 2008, based on implementation of new reporting system/data source that supports calculation methodology.

[9] To be reported in fall 2008, based on implementation of new reporting system/data source that supports calculation methodology.

[10] ACE IT, SSA and combined continuation rates – of 97%, 57% and 65%, respectively – were reported as 2006/07 baselines in the most recent service plan. Further data analysis, however, has indicated that they are incorrect. Corrected 2006/07 and 2007/08 performance figures will be available and reported in fall 2008, based in part on implementation of new reporting system/data source that supports calculation methodology.

YOUTH APPRENTICESHIP

MEASURE: REGISTERED PARTICIPANTS

	Performance					
	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
	5,647	4,000	5,481[16]	4,000	4,000	4,000

MEASURE: CREDITS AWARDED — Results Pending

	Performance					
	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
	n/a	n/a	Pending[17]	TBD	TBD	TBD

MEASURE: COMPLETION RATE — Results Pending

	Performance					
	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
	n/a	n/a	Pending[18]	TBD	TBD	TBD

MEASURE: CONTINUATION TO APPRENTICESHIP — Results Pending

	Performance					
	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
	n/a[19]	n/a	Pending[19]	TBD	TBD	TBD

MEASURE: PERCENT OF FEMALE PARTICIPANTS

	Performance					
	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
	19%	19%	20%	Measure refined: Overall female participation rather than participation in only youth programs will be tracked (10% improvement targeted in 09/10 over 08/09 baseline)		

Rationale: The suite of measures reported on above collectively captures both the scope and effectiveness of industry training participation growth. Such growth is the most fundamental pre-condition to meeting increased labour-market demand, which is being driven by both economic and demographic considerations.

To provide more precise insight, the measures are segmented by apprentices, foundation program participants and youth. Youth participants, with their longer career horizons, represent a more durable response to growth in labour-market demand, and a higher return on training investments. Industry training is also increasingly recognized as a high-quality educational and career pathway for youth.

The three to four sub-measures for each of the participant segmentations provide an indication of the degree to which the industry training system is meeting desired outcomes.

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A fifth sub-measure for the youth segmentation focuses on female participation, in response to government direction to increase participation on the part of this and other under-represented groups.

Performance and Outlook: The ITA has consistently exceeded targets for participation growth since its inception. This remained the case in the aggregate in 2007/08 and with respect to all segmentations.

The ITA achieved its target with respect to credentials awarded in the aggregate and with respect to apprentices (with respect to which there was particularly strong growth). This reflects growth in participation, as well as the growing availability of credentials for what were previously components of longer programs.

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[10] Calculated on a quarterly basis and reflecting the percentage of apprentices issued a credential within six years of registration.

[11] Performance targets for 2008/09 and 2009/10 have been adjusted downward (by 2%) in keeping with actual results achieved since tracking began in 2005/06.

[12] Foundation program "Registered Participants" benchmarks were arrived at by varying methodologies, using information available at the time, but are nevertheless believed to provide reasonably accurate and comparable quantifications. 2007/08 performance was arrived at using a methodology that will be consistently applied going forward. Methodologies are fully disclosed in ITA monthly statistics reports.

[13] Targets reflect the expectation that – consistent with industry priorities, program demand and economic realities – a larger proportion of training resources will be directed towards apprenticeship over the next three years.

[14] To be reported in July 2008, based on the completion of work with the Ministry of Advanced Education's Central Data Warehouse to develop a calculation methodology.

[15] Cohort was too small to calculate an accurate baseline in 2006/07, thus no basis existed for establishing a 2007/08 target.

[16] The lower 2007/08 target and participation reflect the implementation of a more rigorous close-out process, whereby active youth apprentices are closed out on the earlier of their 20th birth date or their graduation date plus 150 days. Targeted participation nevertheless represents a significant and sustainable increase over earlier levels.

[17] To be reported in fall 2008, based on implementation of new reporting system/data source that supports calculation methodology.

[18] To be reported in fall 2008, based on implementation of new reporting system/data source that supports calculation methodology.

[19] ACE IT, SSA and combined continuation rates – of 97%, 57% and 65%, respectively – were reported as 2006/07 baselines in the most recent service plan. Further data analysis, however, has indicated that they are incorrect. Corrected 2006/07 and 2007/08 performance figures will be available and reported in fall 2008, based in part on implementation of new reporting system/data source that supports calculation methodology.

The ITA fell short of target with respect to foundation program credentials. This is believed to reflect reduced demand for such programs at a time when apprenticeship and direct-entry opportunities in the labour market are numerous. ITA program funding will be prioritized accordingly, with the expectation that foundation program participation and credentials awarded will trend downward.

As in many other jurisdictions, apprenticeship completion remained a challenge and the ITA fell short of its target. During 2007/08, the ITA built on previous efforts which have established BC as a leader in apprenticeship-completion tracking, and in research regarding contributing factors. It participated in the comprehensive National Apprenticeship Survey conducted by Statistics Canada, and in research specific to the construction sector. Findings will be acted on during 2008/09 and beyond.

Data-related limitations precluded establishing baselines for foundation program participant completion and continuation to apprenticeship, thus there are no targets against which to measure 2007/08 performance (quantification of which remains pending in the case of completion rates).

Youth credits awarded, completion rates, and continuation to apprenticeship will be available and reported in the fall. However, the timing of data availability precluded the establishment of 2006/07 baselines and 2007/08 targets.

The ITA targeted maintaining the 2006/07 level of female youth participation, since it did not implement programs specific to this target group in 2007/08, and results were consistent with this expectation.

Longer-term participation rates will be set with reference to labour market information, and will reflect the expectation of more moderate employment growth, and the outlook that aggregate labour force growth will exceed employment growth in the near term.

MEASURE: REGISTERED SPONSORS WITH ACTIVE APPRENTICES ✓

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
8,819	9,575	9,500[20]	10,552	10,700	TBD – LMI	TBD – LMI

Rationale: This measure captures the scope of willingness on the part of individual employers and other sponsors to provide industry training opportunities. It is an indicator of the degree of industry engagement and of demand-side growth more generally. Since at least 80% of a typical industry training program is work-based, a sufficient number of registered sponsors is a fundamental pre-condition to meeting increased labour-market demand for industry training-based skills.

Performance and Outlook: The ITA has consistently exceeded targets for growth in sponsors since its inception. This remained the case in 2007/08, during which the 10,000 threshold was exceeded. This is believed to reflect both increased demand for industry training-based skills and the heightened willingness of industry to engage in training. Growth is likely to level out over the next three years, and longer-term targets will be set with reference to labour market information.

MEASURE: ABORIGINAL PARTICIPATION Results Pending

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
5%[22]	5.4%	6.75% (Baseline +25%)	Pending[23]	8.1% (Baseline +50%)	10.8% (Baseline +100%)	TBD

Rationale: The ITA has been specifically tasked by government with increasing training participation by Aboriginal people. This is consistent with broader government efforts to improve the socio-economic position of the Aboriginal population, and with a recognition of the extent of untapped labour-force potential that this growing population represents.

Performance and Outlook: Benchmark data (restricted to technical training participants in public colleges) suggests that Aboriginal participation in industry training may be proportionate to the Aboriginal population share. The ITA has nevertheless targeted a doubling of Aboriginal participation in 2009/10, in recognition of factors such as the relatively young age and rapid growth of the Aboriginal population. A designated Aboriginal apprenticeship director was appointed during 2007/08 and has been tasked with developing an Aboriginal strategy.

[20] This target was set in 2006 and had already been exceeded by March 31, 2007. The target for 2008/09 reflects recent performance.

[22] "Aboriginal Participation" benchmarks are derived from the Ministry of Advanced Education's Central Data Warehouse report of the number of self-identified Aboriginal individuals who attended ITA-funded apprenticeship technical training in the public college system. This data does not include individuals who attended non-public training, nor does it include those registered in secondary school or foundation programs. Work is ongoing to develop a more inclusive methodology.

[23] 5% was reported as a 2006/07 baseline in the ITA's most recent service plan, when in fact it is based on 2005/06 participation. 5.4% is the correct figure for 2006/07, as per the source identified in the preceding footnote.

To be reported in August 2008, based on the timing of availability of data from the Ministry of Advanced Education's Central Data Warehouse.

The ITA fell short of target with respect to foundation program credentials. This is believed to reflect reduced demand for such programs at a time when apprenticeship and direct-entry opportunities in the labour market are numerous. ITA program funding will be prioritized accordingly, with the expectation that foundation program participation and credentials awarded will trend downward.

As in many other jurisdictions, apprenticeship completion remained a challenge and the ITA fell short of its target. During 2007/08, the ITA built on previous efforts which have established BC as a leader in apprenticeship-completion tracking, and in research regarding contributing factors. It participated in the comprehensive National Apprenticeship Survey conducted by Statistics Canada, and in research specific to the construction sector. Findings will be acted on during 2008/09 and beyond.

Data-related limitations precluded establishing baselines for foundation program participant completion and continuation to apprenticeship, thus there are no targets against which to measure 2007/08 performance (quantification of which remains pending in the case of completion rates).

Youth credits awarded, completion rates, and continuation to apprenticeship will be available and reported in the fall. However, the timing of data availability precluded the establishment of 2006/07 baselines and 2007/08 targets.

The ITA targeted maintaining the 2006/07 level of female youth participation, since it did not implement programs specific to this target group in 2007/08, and results were consistent with this expectation.

Longer-term participation rates will be set with reference to labour market information, and will reflect the expectation of more moderate employment growth, and the outlook that aggregate labour force growth will exceed employment growth in the near term.

MEASURE: REGISTERED SPONSORS WITH ACTIVE APPRENTICES

	Performance			Targets		
	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
19	9,575	9,500[20]	10,552	10,700	TBD – LMI	TBD – LMI

Rationale: This measure captures the scope of willingness on the part of individual employers and other sponsors to provide industry training opportunities. It is an indicator of the degree of industry engagement and of demand-side growth more generally. Since at least 80% of a typical industry training program is work-based, a sufficient number of registered sponsors is a fundamental pre-condition to meeting increased labour-market demand for industry training-based skills.

Performance and Outlook: The ITA has consistently exceeded targets for growth in sponsors since its inception. This remained the case in 2007/08, during which the 10,000 threshold was exceeded. This is believed to reflect both increased demand for industry training-based skills and the heightened willingness of industry to engage in training. Growth is likely to level out over the next three years, and longer-term targets will be set with reference to labour market information.

MEASURE: ABORIGINAL PARTICIPATION[21] Results Pending

	Performance			Targets		
	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
09/10	5.4%	6.75% (Baseline +25%)	Pending [23]	8.1% (Baseline +50%)	10.8% (Baseline ÷100%)	TBD

Rationale: The ITA has been specifically tasked by government with increasing training participation by Aboriginal people. This is consistent with broader government efforts to improve the socio-economic position of the Aboriginal population, and with a recognition of the extent of untapped labour-force potential that this growing population represents.

Performance and Outlook: Benchmark data (restricted to technical training participants in public colleges) suggests that Aboriginal participation in industry training may be proportionate to the Aboriginal population share. The ITA has nevertheless targeted a doubling of Aboriginal participation in 2009/10, in recognition of factors such as the relatively young age and rapid growth of the Aboriginal population. A designated Aboriginal apprenticeship director was appointed during 2007/08 and has been tasked with developing an Aboriginal strategy.

[20] This target was set in 2006 and had already been exceeded by March 31, 2007. The target for 2008/09 reflects recent performance.

[21] "Aboriginal Participation" benchmarks are derived from the Ministry of Advanced Education's Central Data Warehouse report of the number of self-identified Aboriginal individuals who attended ITA-funded apprenticeship technical training in the public college system. This data does not include individuals who attended non-public training, nor does it include those registered in secondary school or foundation programs. Work is ongoing to develop a more inclusive methodology.

[22] 5% was reported as a 2006/07 baseline in the ITA's most recent service plan, when in fact it is based on 2005/06 participation. 5.4% is the correct figure for 2006/07, as per the source identified in the preceding footnote.

[23] To be reported in August 2008, based on the timing of availability of data from the Ministry of Advanced Education's Central Data Warehouse.

GOAL 2: Provide infrastructure (primarily Industry Training Organizations) to ensure active and effective industry engagement and leadership

Strategies:

- **Move existing ITOs towards full-service status**
- **Work with ITOs to maximize program/participant coverage within appropriate sectoral bounds**
- **Refine ITO policy framework and operational guidelines, based on implementation experience**
- **Advance discussions with candidate sectors regarding potential launch of additional ITOs**

MEASURE: NUMBER OF OPERATING INDUSTRY TRAINING ORGANIZATIONS

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
3	6	Up to 10	6	Measure refined: Will track % of registered participants in ITO-managed programs; 2007/08 = 88%[24]; targets = 93%, 95%, 95%		

Rationale: Sector-specific ITOs are the main mechanism by which industry assumes the active leadership role which is a foundational and distinguishing feature of the BC industry training model. Measuring the scope of ITO operation therefore captures the extent to which this model has been put into practice.

Performance and Outlook: The number of functioning ITOs remained constant in 2007/08 and within the targeted range. At year-end, discussions remained underway with a small number of candidate sectors, but it is likely that most sectors with adequate capacity to establish an ITO have already done so. Growth will therefore likely occur primarily with respect to the scope of coverage of existing ITOs. Accordingly, a refined measure will be used going forward.

MEASURE: ITO PERFORMANCE AND ACCOUNTABILITY FRAMEWORK

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
n/a	Business Plans Approved by ITA	Performance Targets Substantially Met by ITOs	Performance Targets Substantially Met by ITOs	Performance Targets Substantially Met by ITOs	Performance Targets Substantially Met by ITOs	Performance Targets Substantially Met by ITOs

Rationale: Annual business plans (and annual and quarterly reports) are the main mechanism by which ITOs, to which the ITA provides funding, are held accountable for their program and service-delivery responsibilities. Plans contain performance measures and targets aligned with those included in this report. The full implementation of this framework over the past two years has been an important ITA focal point.

Performance and Outlook: Plans were submitted by all ITOs in 2007/08, and their performance reports confirm that their targets are being substantially met. ITOs will assume broader responsibilities and accountabilities going forward as more of them achieve full-service status. (See page 5.)

[24] This figure includes apprentices and youth participants only. Future measures will include foundation program participants.

GOAL 3: Expand training accessibility and flexibilty through introduction of innovation and alternative technical training models

Strategies:

- **Continue to expand regional training availability, in part through deployment of TradeRoutes mobile training facility**
- **Undertake collaborative research and strategy development in connection with alternative training models more broadly, with focus on e-learning**
- **Pursue funding opportunities to support expansion of alternative delivery**
- **Expand availability of multiple assessment tools (including competency-based)**

MEASURE: DEVELOPMENT OF ALTERNATIVE TRAINING MODEL STRATEGY

Benchmarks		Performance		Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
n/a	n/a	Strategy Approved	Strategy Approved	Measure discontinued: Strategy is in place, and implementation will influence achievement of various other measures		

MEASURE: NUMBER OF APPRENTICES USING ALTERNATIVE MODELS

Benchmarks		Performance		Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
n/a	n/a	n/a	n/a	Measure discontinued: No feasible means of quantification found		

Rationale: Implementation of new training models – providing alternatives to traditional time-based, block-release and institution-based technical training – has the potential to favourably impact a wide variety of system outcomes. These include program completion, participant satisfaction, and reduced employment disruption and barriers to access more generally. The development of alternative training models also responds to government direction to ensure flexible and innovative training delivery.

Performance and Outlook: The ITA convened a steering committee during 2007/08 which undertook extensive research on alternative models, with a particular focus on e-learning. This was a basis for a board-approved strategy and a subsequent business plan which has attracted a provincial funding commitment (a matching federal commitment was being sought at the time this report was prepared and success was believed likely). Development of e-learning alternatives for at least two major programs per year is envisioned going forward. Accordingly, the target was achieved with respect to the first of the two measures above.

While e-learning and other alternative models are being piloted and applied – with eight such models available during 2007/08 – no feasible means was found of quantifying the number of apprentices using them. Results are therefore unavailable with respect to the second measure.

GOAL 4: Manage program delivery and funding through an effective financial and accountability framework

Strategies:

- **Implement clear accountability mechanisms to ensure alignment of training delivery with industry-defined needs**
- **Establish Joint Leadership Committee as primary forum for collaboration with public post-secondary institutions**
- **Develop funding and utilization targets in collaboration with training providers**
- **Improve data availability with respect to technical training wait times**

MEASURE: DEVELOPMENT OF INSTITUTION-SPECIFIC TRAINING PURCHASE PLANS, IN CONSULTATION WITH ITOs AND TRAINING INSTITUTES

Benchmarks		Performance		Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
Agreement-in-Principle with public training providers re financial & accountability framework	Plans in Place – Substantially Consistent with Framework	Plans in Place – Consistent with Framework	Plans in Place – Consistent with Framework	Measure discontinued: Planning framework established and functioning well		

Rationale: Institution-specific training purchase plans are the main accountability mechanism by which technical training providers, to whom the ITA provides funding, are held accountable. They specify the type and scope of training to be provided, and advance efficiency through the application of system-wide priorities and standards. The full implementation of this framework over the past three years has been an important ITA focal point.

Performance and Outlook: Plans are in place with all training providers, and are deemed to be fully consistent with a system-wide financial and accountability framework. Given the effective establishment of this planning and accountability framework, it will no longer be the subject of a performance measure going forward.

MEASURE: APPRENTICES WAITING MORE THAN 12 MONTHS FOR NEXT LEVEL OF APPRENTICESHIP TECHNICAL TRAINING

Benchmarks		Performance		Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
n/a	11%	<7%	6.6%	<5%	<3%	<3%

Rationale: This measure captures the adequacy and/or efficient utilization of technical training capacity. Waiting times are recognized to have been problematic in some regions and programs, often as a result of time lags in adjusting funding allocations to what can be rapid changes in program demand. Twelve months is widely recognized as a reasonable benchmark, as training is typically attended annually by apprentices, and longer wait times have the potential to negatively impact measures such as completion.

Performance and Outlook: The ITA achieved its target, notwithstanding analysis conducted in conjunction with training providers which suggests that waiting times are likely over-stated. Key influencing factors include improved system-wide planning and collaboration with training providers, the resulting improvement in utilization rates (which increased to 92.2% from 88.8% in the previous year), and expanded use of alternative training delivery.

An improved tracking methodology and data are expected to be available for 2008/09 and the ITA remains committed to a less-than 5% target in the next fiscal.

MEASURE: APPRENTICESHIP TRAINING SPACES FUNDED

Benchmarks		Performance		Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
18,098	19,521	23,200	23,229	25,500 [25]	27,500	27,500

Rationale: The number of technical training spaces funded at post-secondary institutions is an important indicator of system capacity. It also directly aligns with a provincial government commitment, made in February 2007, to add 7,000 additional apprenticeship technical training spaces by 2010 to meet growing demand.

Performance and Outlook: The ITA exceeded its target for 2007/08 and is on track to achieve its 2008/09 and 2009/10 targets, beyond which the number of seats funded is expected to stabilize. Success reflects improved system-wide planning, use of additional budget resources, and the additional purchasing capacity that cost efficiencies provide (see next measure).

MEASURE: COST PER PARTICIPANT TRAINED

Benchmarks		Performance		Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
n/a	$3,983	Maintain or Reduce	$3,693	Maintain or Reduce	Maintain or Reduce	Maintain or Reduce

Rationale: Cost per participant trained (as measured by total annual expenditures divided by training seats filled) is a key measure of efficiency of resource use.

Performance and Outlook: The ITA achieved its target by maintaining cost per participant trained at slightly below the previous year's level. The ITA is working collaboratively with training providers on various initiatives with cost-reduction benefits, including efforts to further improve the utilization of training spaces funded. Expansion of alternative training delivery is also likely to improve this aspect of performance.

[25] Targets for 2008/09 and 2009/10 have been adjusted upward (by 300) to reflect recent trends.

GOAL 5: Ensure high-quality program standards and high levels of client satisfaction with ITA services

Strategies:

- **Engage industry through ITOs and other mechanisms to ensure currency of program standards and curriculum and assessment tools**
- **Respond to specific priorities and deficiencies identified through ongoing tracking of customer satisfaction**
- **Refine business processes and invest in staffing and technology to support improved customer response times**

MEASURE: INDUSTRY TRAINING PROGRAMS UPDATED TO ESTABLISHED STANDARDS

Benchmarks		Performance		Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
9	22	40	46	Measure refined: Will track percent of apprentices in updated programs; 2006/07 = 15%; 2007/08 = 70%; targets = 92%, 98%, 98%		

Rationale: Industry training focuses on labour-market skills that are often highly technology-enabled and otherwise rapidly evolving. Accordingly, regular program updates are necessary to ensure training programs remain aligned with current industry-defined requirements, and that completion is an accurate indicator of job readiness.

Performance and Outlook: The ITA has updated a significant number of prioritized programs over the past three years (no programs were updated as of the ITA's inception in 2003/04) using a process that draws on the skills of recognized subject matter experts. Procedures are in place to ensure routine updating in the future. Going forward – and recognizing that the updating of high-participation trades is now complete – this measure will be refined to capture the percentage of apprentices in updated programs.

MEASURE: CUSTOMER SATISFACTION INDEX

Benchmarks		Performance		Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
81 (+/-1.9)	82 (+/-1.9)	Maintain or Improve at 81	76 (+/- 2.5)	Maintain or Improve at 81	Maintain or Improve at 81	Maintain or Improve at 81

Rationale: Customer satisfaction is a fundamental performance measure for any service-delivery organization, and is a specific aspect of the direction received from government.

Performance and Outlook: The ITA achieved significant improvement on this measure in 2005/06 (81) over the previous year (62), and adopted that level of satisfaction as its target going forward. Customer satisfaction remained stable in 2006/07 (82) but declined in 2007/08 (76) and fell short of target.

This decline occurred despite substantial achievement of targets with respect to service-level standards (see next measure), and despite maintenance of service-level satisfaction on the part of industry associations. Work was underway at the time this report was prepared to develop responses to increase customer satisfaction in 2008/09.

MEASURE: SERVICE-LEVEL STANDARDS

Benchmarks			Performance		Targets		
	2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
Registrations	Standards & targets set	16 days	[26] 20	3	[27] 7	2	2
Assessments		32 days	10	13	10	8	8
Certifications		5 days	5	3	5	4	3
Exam Results		12 days	15	10	11	10	10
Customer Inquiries	n/a	n/a	Set Standard	Standard Set	80% within 2 minutes	80%	80%

Rationale: Timely service is an indicator of sufficient and effectively deployed infrastructure and staffing capacity, as well as a key determinant of customer satisfaction. The ITA has selected a suite of customer service sub-measures which collectively encompass all key aspects of the typical customer experience.

Performance and Outlook: The ITA substantially achieved its targets in this respect, having exceeded three of four previously established service standards by significant margins (while falling short of target with respect to the fourth). A new service level standard was also set with respect to customer-inquiry responses. Success is attributed to a variety of service-enhancement measures. (See page 31.)

[26] These targets were set in 2006 and some had already been exceeded by March 31, 2007.
[27] Some of these targets have already been adjusted to reflect recent trends and some will be further adjusted to reflect strong 2007/08 performance.

GOAL 5: Ensure high-quality program standards and high levels of client satisfaction with ITA services

Strategies:

- **Engage industry through ITOs and other mechanisms to ensure currency of program standards and curriculum and assessment tools**
- **Respond to specific priorities and deficiencies identified through ongoing tracking of customer satisfaction**
- **Refine business processes and invest in staffing and technology to support improved customer response times**

MEASURE: INDUSTRY TRAINING PROGRAMS UPDATED TO ESTABLISHED STANDARDS

Benchmarks		Performance		Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
9	22	40	46	Measure refined: Will track percent of apprentices in updated programs; 2006/07 = 15%; 2007/08 = 70%; targets = 92%, 98%, 98%		

Rationale: Industry training focuses on labour-market skills that are often highly technology-enabled and otherwise rapidly evolving. Accordingly, regular program updates are necessary to ensure training programs remain aligned with current industry-defined requirements, and that completion is an accurate indicator of job readiness.

Performance and Outlook: The ITA has updated a significant number of prioritized programs over the past three years (no programs were updated as of the ITA's inception in 2003/04) using a process that draws on the skills of recognized subject matter experts. Procedures are in place to ensure routine updating in the future. Going forward – and recognizing that the updating of high-participation trades is now complete – this measure will be refined to capture the percentage of apprentices in updated programs.

MEASURE: CUSTOMER SATISFACTION INDEX

Benchmarks		Performance		Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
81 (+/-1.9)	82 (+/-1.9)	Maintain or Improve at 81	76 (+/- 2.5)	Maintain or Improve at 81	Maintain or Improve at 81	Maintain or Improve at 81

Rationale: Customer satisfaction is a fundamental performance measure for any service-delivery organization, and is a specific aspect of the direction received from government.

Performance and Outlook: The ITA achieved significant improvement on this measure in 2005/06 (81) over the previous year (62), and adopted that level of satisfaction as its target going forward. Customer satisfaction remained stable in 2006/07 (82) but declined in 2007/08 (76) and fell short of target.

This decline occurred despite substantial achievement of targets with respect to service-level standards (see next measure), and despite maintenance of service-level satisfaction on the part of industry associations. Work was underway at the time this report was prepared to develop responses to increase customer satisfaction in 2008/09.

MEASURE: SERVICE-LEVEL STANDARDS

Benchmarks		Performance			Targets		
	2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
Registrations	Standards & targets set	16 days	[26] 20	3	[27] 7	2	2
Assessments		32 days	10	13	10	8	8
Certifications		5 days	5	3	5	4	3
Exam Results		12 days	15	10	11	10	10
Customer Inquiries	n/a	n/a	Set Standard	Standard Set	80% within 2 minutes	80%	80%

Rationale: Timely service is an indicator of sufficient and effectively deployed infrastructure and staffing capacity, as well as a key determinant of customer satisfaction. The ITA has selected a suite of customer service sub-measures which collectively encompass all key aspects of the typical customer experience.

Performance and Outlook: The ITA substantially achieved its targets in this respect, having exceeded three of four previously established service standards by significant margins (while falling short of target with respect to the fourth). A new service level standard was also set with respect to customer-inquiry responses. Success is attributed to a variety of service-enhancement measures. (See page 31.)

[26] These targets were set in 2006 and some had already been exceeded by March 31, 2007.
[27] Some of these targets have already been adjusted to reflect recent trends and some will be further adjusted to reflect strong 2007/08 performance.

GOAL 6: Ensure high levels of stakeholder awareness and intent to participate by target groups, through communications and marketing initiatives

Strategies:

- **Shift stakeholder-related measurement from awareness to engagement**
- **Partner in and leverage communications and marketing efforts on part of other groups as appropriate**
- **Continue delivery and refinement of communications strategies targeting youth**
- **Continue to develop and improve ITA web site**

MEASURE: STAKEHOLDER AWARENESS INDEX — Results Unavailable

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
78 (+/- 1.3)	80 (+/- 1.3)	Maintain or Improve at 81	n/a	Measure refined: To be replaced with measure of stakeholder engagement; baseline: 65 (+/- 2.3)		

Rationale: For the previous three years, the ITA has commissioned a measure of awareness on the part of key industry training stakeholders. Awareness was measured relative to stakeholders' understanding of respective roles in the industry training system (including the ITA's). This measure reflected the degree to which stakeholders were positioned to participate in the training system, and their access to relevant information and services.

Performance and Outlook: The ITA has maintained high stakeholder awareness throughout the previous three years. During 2007/08, it replaced the awareness measure with a new measure focusing on stakeholder experience with, understanding of and support for the ITA (given that awareness is believed to be firmly established). Consequently, results for this measure are unavailable for 2007/08, but a stakeholder engagement baseline was established, relative to which targets will be set. Engagement is key to the ITA's ability to meet its future goals, particularly as it transitions to an enterprise partnership model. (See page 3.)

MEASURE: PERCENT OF BC YOUTH (GRADES 10-12) WHO INTEND TO PURSUE TRADES QUALIFICATIONS POST-HIGH SCHOOL

Benchmarks	Performance			Targets		
2005/06	2006/07	2007/08 Target	2007/08 Actual	2008/09	2009/10	2010/11
19.5% (+/- 2.1)	22% (+/- 2.1)	Maintain or Improve at 19.5	16% (+/- 1.7)	Maintain or Improve at 19.5	Maintain or Improve at 19.5	Maintain or Improve at 19.5

Rationale: Youth intent is an indicator of anticipated youth participation. As noted above (see discussion under goal 1), youth participation is a particularly valued aspect of overall participation expansion. Youth intent is therefore among the most important of the attitudinal factors impacting recruitment or supply-side success.

Performance and Outlook: Youth intent remained stable in 2006/07 (22%) but declined in 2007/08 (16%) and fell short of target. In response, the ITA will continue to focus on delivery and refinement of youth outreach programs – most notably the YES 2 IT program for students in grade six to nine and facilitation of work placements for Secondary School Apprenticeship participants.

"Having trades tickets is like standing in front of a wall with nothing but doors. It is something you can take wherever you go in life."

– Len Lewis, 2007 Top in Trades Award Recipient, Boilermaker

Taking Training to the Next Level: Nominees Demonstrate Professional & Personal Achievement

If there was any doubt about the scope and diversity of achievements among British Columbia tradespeople, the Industry Training Authority's Top in Trades recognition program has firmly put it to rest. The second annual call for nominations went out in 2007/08, and the names of approximately 125 British Columbians were put forward in response. Typical nominations detailed a diversity of both professional and personal accomplishments.

Eleven individuals and two organizations (a management-union partnership) were named as winners in the program's inaugural year. Winners receive a $500 bursary – which, in the case of non-apprentices, is donated in their name to a college and program of their choice – and are prominently profiled in *The Province* newspaper. Winners were selected in various categories. They came from across the province and from a diversity of trades, and spanned the spectrum from teenagers in the early stages of their careers through to longstanding certified tradespeople with decades of experience.

Common themes in the resumes of the winners include: involvement in the delivery and improvement of industry training; serving as "ambassadors" for the trades; and outreach and recruitment among groups which are currently under-represented within the trades.

Strong commitments to training and workplace safety and extensive track records of broader community service were also common characteristics of those whom a selection panel of training-system stakeholders deemed to be top in various BC trades.

Photos Courtesy of, and as Published in, *The Province*

Report on Performance: Measures and Data Sources

Data Sources

The Apprenticeship Information Management System (AIMS) is the data source currently relied on in connection with numerous performance measures, including those relating to participation and service-level standards.

AIMS is a long-standing legacy system, and phased implementation of a replacement platform with superior tracking functionality has been initiated. The first and most significant phase of replacement implementation will be completed in 2008/09.

Notwithstanding inherent limitations in the utility of AIMS for statistical tracking, various system and procedural upgrades implemented by the ITA have provided a basis for stable monthly measurement and reporting. Management is confident in its reliability.

Some of the measurements included in this plan – relating, for example, to Aboriginal and female participation – reflect extrapolations based on available information and defined methodologies. Management has confidence in the reliability of the data used and in the methodologies applied.

To the extent that measurements rely on information provided by training providers the ITA has assessed the collection and reporting procedures used, and is confident in their reliability. The one exception relates to wait times, as noted above, which may currently be over-stated.

Measurements relating to satisfaction, awareness/engagement and intent are undertaken by independent market-research experts, applying industry best-practices and quality-assurance procedures.

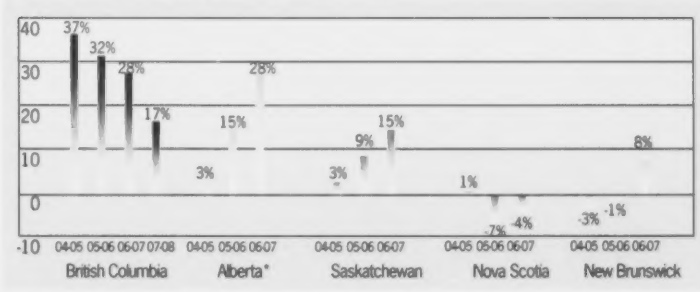
Methodologies, criteria and timeframes relevant to the collection and interpretation of performance-measurement data are addressed in more detail in the notes to the ITA's monthly statistics reports, available at **www.itabc.ca**.

Benchmarking Against Other Jurisdictions

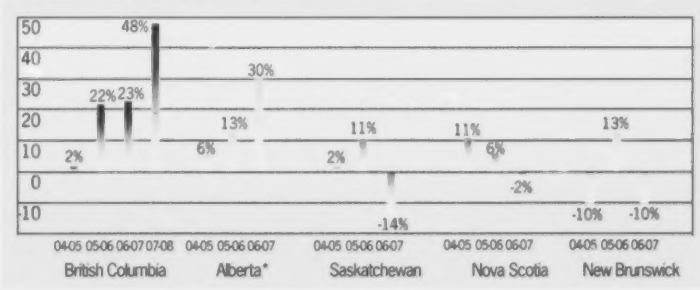
The following are comparisons of British Columbia's performance, on two key measures included in this report, and performance in four other Canadian jurisdictions. The measures and results cited are the most closely comparable ones that had been publicly released by the jurisdictions at the time this report was prepared (and therefore do not include 2007/08 results).

Given varying overall participation levels, results are shown as percentage increases. Possible variations in definitions and tracking mean these should be treated as order-of-magnitude comparisons. Sources and measures are specified below.

Total Participation: % Increase Over Previous Period
(BC measure: Registered Apprentices + Youth)



Credentials: % Increase Over Previous Period
(BC measure: Apprenticeship Credentials Awarded)



* Alberta reports performance on a calendar year basis. 2004/05 equates to 2004, and so on.

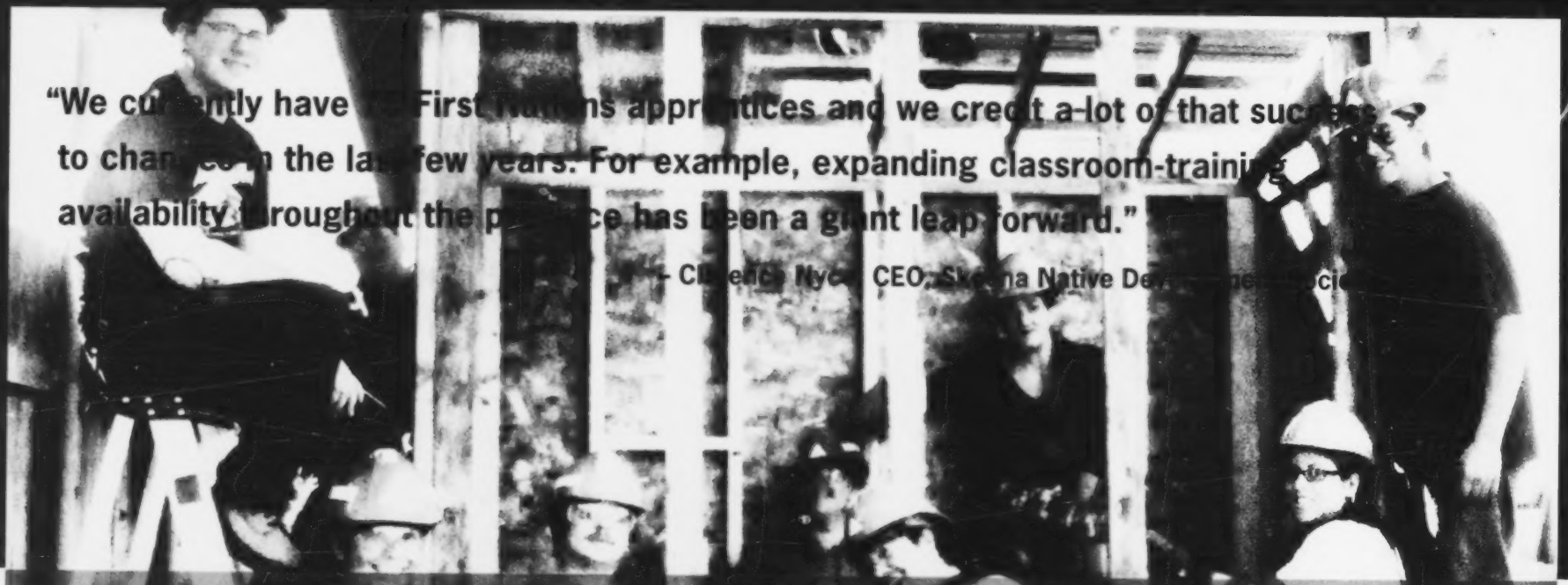
Sources and Measures Cited:

Alberta
Alberta Apprenticeship and Industry Training Board 2006-07 Annual Report
- Total Apprentices Registered (all trades)
- Total Number of Completed Apprentices, Trainees Certified and Individuals Issued Qualification Certificates

Saskatchewan
Apprenticeship and Trade Certification Commission Annual Report 2006-2007
- Number of Apprentices at Year End
- Number of Completions During Year

New Brunswick
2006-2007 Report of the Director, Apprenticeship and Certification
- Apprentices at End of Period
- Certificates of Qualification Issued

Nova Scotia
Apprenticeship Training Statistics for: April 1, 2004 – March 31, 2005; and Nova Scotia Apprenticeship Training and Skill Development Annual Report 2006-07
- Active Apprentices at Year End
- Certificates of Qualification Issued



"We currently have [illegible] First Nations apprentices and we credit a lot of that success to changes in the last few years. For example, expanding classroom-training availability throughout the province has been a giant leap forward."

– Cleneta Nyce, CEO, Skeena Native Development Society

Taking Training to the Next Level: ITA Targets Doubling of Aboriginal Participation

The case for increasing Aboriginal industry training participation is probably the most compelling among any of various targeted labour supply groups.

Aboriginal people make up one of the youngest and fastest-growing segments of the Canadian population, and thus represent tremendous supply-side potential. Yet unemployment is comparatively high and socio-economic conditions often poor among Aboriginal people, thus making training and career opportunities in the trades particularly valuable.

The most ambitious of the Industry Training Authority's participation targets – a doubling of participation rates by 2010 – therefore applies to the Aboriginal population. During 2007/08 a full-time director of Aboriginal apprenticeship was hired at the ITA, and an intensive program of consultation, relationship-building and research initiated.

A steering committee will provide Aboriginal organizations with the opportunity to participate in developing a formal ITA strategy for rollout in 2008/09. It will be aligned with the ITA's existing focus on expanded use of alternative training models – as they present the opportunity to bring training closer to remote communities and to adapt delivery to better support successful outcomes.

Some measures have already been implemented. This included designation of additional programs offered by Aboriginal organizations and/or targeting Aboriginal participants during 2007/08; and an April 2008 announcement of $300,000 in ITA funding for Skills Canada BC, to provide bursaries for Aboriginal students participating in pre-apprenticeship foundation programs.

Photo Courtesy Métis Skills and Employment Centre

Government / Shareholder Expectations

The Minister of Economic Development, with whom the Industry Training Authority (ITA) has a reporting relationship, regularly updates a Shareholder's Letter of Expectations. (the current version of which is available at **www.itabc.ca**). This supplements the direction provided through the ITA's legislative mandate, and defines more specific priorities and accountabilities within a particular timeframe.

The most recent letter was finalized in January 2008. The ITA's 2007/08 key responses to the accountabilities it defines are noted below, and are elaborated on elsewhere in this report. These are for the most part long-standing accountabilities, the pursuit of which is deeply embedded within the ITA's performance management framework.

Relevant and Responsive Training

- Ongoing efforts to expand completion-rate tracking and engagement in research regarding contributing factors (Goal 1)
- Ongoing progress towards moving Industry Training Organizations to full-service status and expanding scope of their program/participant coverage (Goal 2)
- Deployment of TradeRoutes mobile training facility on two-year trades awareness and training tour of northern BC (Goal 3)
- Improved responses to regional program demands in part through training purchase plans (Goal 4)
- Ongoing focus on program currency and customer service levels (Goal 5)

Expanded Access for Under-Represented Groups

- Appointment of a director of Aboriginal apprenticeship and initiation of development of Aboriginal strategy (Goal 1)
- Advancement towards broader availability of multiple assessment tools, and other means of improved recognition of existing skills acquired outside BC

Increased Youth Participation

- Continued delivery and expansion of three youth programs (Goal 1)
- Continued implementation of youth-targeted communications and marketing, centered on **www.theskilledlife.com** (Goal 6)

Efficient, Effective and Flexible Training

- Research, strategy development and resourcing regarding alternative training models, with focus on e-learning (Goal 3)
- Collaboration with training providers to maximize seat utilization (Goal 4)
- Continued efforts to more fully leverage the potential of private training delivery

Ensure Labour Mobility (including recognition of skills developed elsewhere)

- Continued engagement in Canadian Council of Directors of Apprenticeship and national Red Seal program, with emphasis on improved performance management
- Collaboration with Alberta to reconcile occupational standards for all relevant occupations to which full labour mobility currently does not apply (pursuant to Trade, Investment and Labour Mobility Agreement)

ITA operating practices that support government's climate change and carbon neutrality initiatives include the use of video-conferencing facilities at both of its offices, thus reducing the need for staff travel. From a program perspective, expansion of local training availability, and of distance-learning and other forms of alternative training delivery, will also have benefits in this regard.

The Industry Training Authority's (ITA) financial performance during 2007/08 was strong, with a moderate excess of revenues over expenses at year-end.

Results of Operations Fiscal 2007/08 (in $ millions)

	F 04/05 Actual	F 05/06 Actual	F 06/07 Actual	F 07/08 Actual	F 07/08 Budget	Variance (Budget)	Variance (Prior Year)	F 08/09 (Forecast)	F 09/10 (Forecast)	F 10/11 (Forecast)
Revenue										
Contributions from the Province	$ 78.1	$ 77.8	$ 90.7	$ 97.6	$ 98.0	$ (0.4)	$ 6.9	$ 101.3	$ 105.3	$ 105.2
Other Income	0.5	0.7	1.2	1.3	1.0	0.3	0.1	1.6	1.6	1.7
Total Revenue	78.6	78.5	91.9	98.9	99.0	(0.1)	7.0	102.9	106.9	106.9
Expenses										
Contributions to Training Providers	70.4	72.1	80.3	84.7	87.0	(2.3)	4.4	87.5	91.7	91.6
Program Expenses	1.6	1.4	2.6	2.6	3.0	(0.4)	—	3.7	3.5	3.5
Operating Expenses	3.1	4.2	4.6	4.5	3.2	1.3	(0.1)	4.0	3.9	4.0
Industry Training Organizations	—	0.6	1.2	1.9	2.0	(0.1)	0.7	3.0	3.0	2.9
Labour Supply Initiatives (Aboriginal)	—	—	—	0.3	0.3	—	0.3	0.3	0.3	0.3
Salaries & Benefits	1.2	1.6	2.4	4.0	3.5	0.5	1.6	4.4	4.5	4.6
Total Expenses	76.5	79.9	91.1	98.0	99.0	(1.0)	6.9	102.9	106.9	106.9
Excess (deficiency) of Revenues over Expenses	$ 2.3	$ (1.4)	$ 0.8	$ 0.9	$ —	$ 0.9	$ 0.1	$ —	$ —	$ —

The ITA receives most of its revenue from the Province of British Columbia and in 2007/08 this funding increased, in support of the commitment to add 7,000 new apprenticeship training spaces over three years. Other revenue sources include examination, assessment and designation fees, mobile training unit sponsorship, and interest income. The ITA was also successful in obtaining funding from other provincial ministries and the federal government to support specific strategic initiatives.

The largest investment during 2007/08 was in training delivery. Of the $98.9M in funding, $84.4M (more than 85 per cent) was provided to public post secondary institutions and private training providers. The focus was on expanding apprenticeship training and capacity utilization (utilization was 92.2 per cent, compared to 88.8 per cent in 2006/07).

While the nature of the ITA expenses has remained relatively consistent over time, the financials reflect an increasing emphasis on: funding Industry Training Organizations (ITOs), developing strategies to increase the skilled labour supply, piloting an alternative delivery mechanism (mobile training unit), and assessing and credentialing individuals with existing skills (the second component of the ITA's mandate).

It is also worth noting that the costs associated with providing customer service have shifted from a third party (Service BC) to ITA staff. General, Operating and Administrative (GO&A) expenses continue to be less than 10 per cent of the total ITA budget.

Notable variations between budget and actual financial performance in 2007/08 are accounted for by: less capacity on the part of school districts than had been anticipated to access YES 2 IT funding; an opportunity to more effectively reallocate training-delivery funds to training providers to facilitate maximization of the training-delivery investment (work on issues such as capacity utilization, expansion and alternative delivery is continuing); and an increase in capacity to utilize the product development budget (55 per cent of this budget is allocated to ITOs).

As of fiscal year-end, the ITA had a staff of 42 (four being part-time customer-service staff) working from a head office in Richmond and a customer-service office in Vancouver. The ITA has expanded customer service resources to address increased processing volumes, and to facilitate the transition to a new apprenticeship information technology system, and intends to amalgamate the two offices in the near future.

The external business and policy environment within which the ITA operates is described in the "Report on Performance" section above (see "Operating Environment," page 8). Heightened needs to expand the supply of credentialed individuals, to create multiple means of assessing existing workers' skills, and to increase the investment in training delivery through existing or alternative delivery mechanisms are all relevant to financial performance.

Key elements of the future response to these pressures include: additional funding associated with the remaining 2,000 of the 7,000 new apprenticeship training spaces, continued increases in utilization with respect to training delivery investments; and accessing new sources of funding to facilitate strategic initiatives relating to Aboriginal apprenticeship, multiple assessment pathways and alternative training delivery.

Management believes the financial outlook for the ITA to be positive, assuming continued financial support from the Province is rationalized to match participation growth and programming demands.

Report of Management Responsibility for Financial Reporting

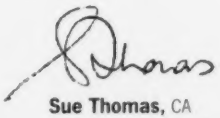
The Industry Training Authority's management is responsible for the preparation of the accompanying financial statements in accordance with Canadian generally accepted accounting principles for not-for-profit organizations. These financial statements include some amounts based on management's estimates and judgments.

Management is responsible for the integrity and fairness of the financial statements and has established internal control systems to provide reasonable assurance that relevant and reliable financial information is produced and that assets are safeguarded.

The Board of Directors is responsible for overseeing management in the performance of its financial reporting responsibilities and relies on the Finance Committee to assist the Board in the discharge of its responsibilities. The Finance Committee meets periodically with management and external auditors concerning internal controls and all other matters relating to financial reporting.

The Industry Training Authority's auditor is the Auditor General of British Columbia. The Auditor General has full and unrestricted access to the Finance Committee. The Auditor General has performed an independent audit of the financial statements for the Authority in accordance with Canadian generally accepted auditing standards. The Auditor General's report outlines the scope of this independent audit and his opinion on the financial statements of the Authority.

Kevin Evans
Chief Executive Officer



Sue Thomas, CA
Executive Lead, Finance
and Corporate Services

Report of the Auditor General of British Columbia

To the Members of the Board of Directors of the Industry Training Authority, and

To the Minister of Economic Development, Province of British Columbia:

I have audited the balance sheet of the *Industry Training Authority* as at March 31, 2008 and the statements of changes in net assets, revenues and expenses and cash flows for the year then ended. These financial statements are the responsibility of the Authority's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the *Industry Training Authority* as at March 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Victoria, British Columbia
May 9, 2008

John Doyle, MBA, CA
Auditor General

Statement of Financial Position

As at March 31, 2008

	2008	2007
ASSETS		
Cash	$ 7,079,279	$ 11,041,654
Accounts Receivable:		
Province of British Columbia	98,760	28,547
Federal Government	31,334	—
Other	204,969	117,453
Prepaid Expenses	985,787	419,508
	8,400,129	11,607,162
Capital Assets (Note 4)	2,950,674	2,361,957
	$ 11,350,803	$ 13,969,119
LIABILITIES		
Accounts Payable and Accrued Liabilities	4,701,252	7,767,871
Deferred Contribution (Note 5)	782,312	1,004,320
Deferred Capital Contributions (Note 6)	1,365,937	1,626,173
NET ASSETS		
Invested in Capital Assets	1,584,738	735,383
Unrestricted (Note 12)	2,916,564	2,835,372
	4,501,302	3,570,755
	$ 11,350,803	$ 13,969,119

The accompanying notes are an integral part of these financial statements.

On behalf of the Board of Directors

Frank Borowicz
Chair, Board of Directors

Barb Naef
Director

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industry training authority

Statement of Changes in Net Assets

For the Year Ended March 31, 2008

	Invested in Capital Assets	Unrestricted	Total 2008	Total 2007
Balance, Beginning of Year	$ 735,383	$ 2,835,372	$ 3,570,755	$ 2,809,652
Excess of Revenues over Expenses for the Year	—	930,547	930,547	761,103
Investment in Capital Assets:	—	—	—	—
Cost	1,153,726	(1,153,726)	—	—
Depreciation	(304,371)	304,371	—	—
Balance, End of Year	$ 1,584,738	$ 2,916,564	$ 4,501,302	$ 3,570,755

The accompanying notes are an integral part of these financial statements.

Statement of Operations

For the Year Ended March 31, 2008

	2008	2007
Revenues		
Contributions from the Province	$ 97,586,244	$ 90,778,697
Contributions from the Federal Government	29,848	—
Examination and Assessment Fees	202,620	149,942
Designation Fees	34,789	—
Interest Income	980,587	959,040
Other Income	70,000	5,100
	98,904,088	91,892,779
Expenses		
Contributions to Training Providers (Note 9)	84,434,985	80,099,826
Customer Services	271,338	1,432,282
Program Development Costs	2,552,483	2,623,946
Labour Supply Initiatives - Aboriginal	318,711	—
Industry Training Organizations	1,935,405	1,159,636
Secondary School Apprenticeship (SSA) Scholarships	285,500	234,500
Salaries and Benefits	3,989,666	2,395,344
Board Fees and Expenses	105,463	69,126
Travel	316,853	185,307
Professional Services	798,913	833,930
Building Occupancy Charges (Note 9)	268,189	234,683
General Office and Business Expenses	699,684	350,978
Information Systems Operating Costs	640,915	614,135
Communications and Marketing	587,739	444,439
Mobile Training Unit Operating Costs	203,090	136,493
Depreciation Expense	564,607	317,051
	97,973,541	91,131,676
Excess of Revenues over Expenses for the Year	**$ 930,547**	**$ 761,103**

The accompanying notes are an integral part of these financial statements.

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industry training authority

Statement of Cash Flows

For the Year Ended March 31, 2008

	2008	2007
Operating Activities		
Excess of Revenues over Expenses for the Year	$ 930,547	$ 761,103
Items not Affecting Cash:		
Deferred Contribution Recognized as Revenue	(222,008)	(411,191)
Amortization of Deferred Capital Contributions	(260,236)	(76,507)
Depreciation Expense	564,607	317,051
Disposal of Fixed Asset	—	(401)
Changes in Working Capital:		
Decrease (Increase) in Accounts Receivable	(189,063)	14,054
Decrease (Increase) in Prepaid Expenses	(566,279)	83,087
(Decrease) Increase in Accounts Payable and Accrued Liabilities	(3,066,619)	3,193,670
	(2,809,051)	3,880,866
Financing Activities		
Deferred Capital Contributions	—	106,170
Investing Activities		
Purchase of Capital Assets	(1,153,324)	(2,148,472)
(Decrease) Increase in Cash	(3,962,375)	1,838,564
Cash, Beginning of Year	11,041,654	9,203,090
Cash, End of Year	**$ 7,079,279**	**$ 11,041,654**
Represented by:		
Bank Account — Operating	$ 7,050,726	$ 10,966,280
Bank Account — Program	28,253	55,733
Bank Account — In Trust	—	18,941
Petty Cash	300	700
	$ 7,079,279	**$ 11,041,654**

The accompanying notes are an integral part of these financial statements.

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Notes to Financial Statements

For the Year Ended March 31, 2008

1. The Authority

The Industry Training Authority (the Authority) was established on January 2, 2004 as a not for profit corporation and an agent of the Provincial government under the *Industry Training Authority Act*. Its Board of Directors consists of nine members appointed by the provincial government.

The Authority is mandated to govern, expand and improve British Columbia's industry training system. It serves the public interest in seeing industry's needs for skilled labour are met, while providing individuals with accessible training opportunities that are closely linked to workplace opportunities.

The Authority's mandate and accountabilities are defined in its enabling legislation and the *Industry Training Authority Act*. Further direction and accountability are provided through a Shareholder's Letter of Expectations, executed jointly by the Authority and the Minister of Economic Development.

The Authority receives substantially all of its funding from the Province of British Columbia. It is exempt from income tax under the *Income Tax Act*.

2. Significant Accounting Policies

(a) Basis of Accounting

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles.

(b) Revenues and Expenses

The Authority follows the deferral method of accounting for contributions. Operating contributions from the Province are recognized as revenue in the period in which they become receivable. Capital or other restricted funding is deferred and recognized as revenue in the period in which the related expenses are incurred.

Contributions payable to Post Secondary Institutions and other service providers for training programs are recognized as expenses in the period in which the transactions and events giving rise to the contributions have occurred.

(c) Capital Assets

Capital assets are recorded at cost and are depreciated on a straight-line basis over their estimated useful life:

Mobile Trainer	10 years
PC Hardware and Software	3 years
Computer Mainframe Software	3 – 5 years
Furniture and Tools	3 years
Leasehold Improvements	3 – 5 years

(d) Use of Estimates

The preparation of the financial statements of the Authority requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses. Actual results may differ from these estimates.

3. Change in Accounting Policy

Effective April 1, 2007, the Authority has adopted the new standard announced by the Canadian Institute of Chartered Accountants (CICA) Section 3855, Financial Instruments – Recognition and Measurement. Under the new standard, all financial assets must be classified as held-to-maturity, loans and receivables, held-for-trading or available-for-sale and all financial liabilities must be classified as held-for-trading or other financial liabilities. As of April 1, 2007, the Authority has designated cash, accounts receivable, accounts payable and accrued liabilities as held for trading and measured them at fair value, which approximates their carrying value due to the immediate or short-term maturity of these instruments. There is no impact of this change on account balances at April 1, 2007 and the results for the year ended March 31, 2008.

Future Accounting and Reporting Changes

In December 2006, the CICA issued two new accounting standards, Section 3862 (Financial Instruments — Disclosures) and Section 3863 (Financial Instruments — Presentation), which apply to annual financial statements relating to fiscal years beginning on or after October 1, 2007. These new standards are effective for the Authority beginning April 1, 2008, and include both qualitative and quantitative disclosures about the nature and extent of risks arising from financial instruments and how the Authority manages those risks. The adoption of these new standards is not expected to have a material impact on the Authority's results of operations or financial position.

4. Capital Assets

	Cost	2008 Accumulated Depreciation	2008 Net Book Value	2007 Net Book Value
Mobile Trainer	$ 1,369,860	$ 136,992	$ 1,232,868	$ 1,369,860
PC Hardware and Software	635,554	395,543	240,011	361,230
Computer Mainframe Software	1,521,721	329,691	1,192,030	214,589
Furniture and Tools	325,568	199,909	125,659	208,662
Leasehold Improvement	236,272	76,166	160,106	207,616
	$ 4,088,975	$ 1,138,301	$ 2,950,674	$ 2,361,957

5. Deferred Contribution

The deferred contribution represents unspent resources externally restricted for the Youth Exploring Skills to Industry Training (YES 2 IT) program.

	2008	2007
Balance, beginning of year	$ 1,004,320	$ 1,353,297
Transfer from deferred capital contributions	—	62,214
Amount recognized as revenue	(222,008)	(411,191)
Balance, end of year	$ 782,312	$ 1,004,320

6. Deferred Capital Contributions

	2008	2007
Balance, beginning of year	$ 1,626,173	$ 1,658,724
Transfer to deferred contribution	—	(62,214)
Contributions received during the year	—	106,170
Amount amortized to revenue	(260,236)	(76,507)
Balance, end of year	$ 1,365,937	$ 1,626,173
The balance is made up of the following:		
Apprentice Information Management System (AIMS)	$ 15,243	$ 94,603
Mobile Training Unit	1,278,150	1,437,786
Deferred Tenant Improvement Allowance	72,544	93,784
	$ 1,365,937	$ 1,626,173

7. Employee Benefit Plans

(a) The Authority pays 100% of premiums relating to a comprehensive benefits plan for its employees including: extended medical, dental, life insurance and long term disability coverage. Payments made by the Authority were $153,370 (2007 — $133,449).

(b) The Authority has an employer-paid group RSP for a number of employees. Total employer RSP payments made by the Authority were $104,703 (2007 - $101,739).

(c) The Authority also participates in the Public Service Pension Plan, which is a multi-employer defined benefit plan providing pension, other retirement, and post-employment benefits. The plan is administered by the Pension Corporation of British Columbia. The Authority's contribution for the year ended March 31, 2008 to this plan was $159,005 (2007 — $38,091). The Authority has also accrued $406,000 in the current year to recognize an obligation arising from enrolment arrears contributions that should have been made to the Public Service Pension Plan on behalf of a number of employees.

8. Commitments

The Authority has capital and operating commitments with respect to the Registry of Industry Training Achievements (rITA) project. The Authority also has operating lease obligations for premises and office equipment.

	rITA Project	Leases	Total
2009	$ 713,738	$ 262,844	$ 976,582
2010	474,000	132,302	606,302
2011	474,000	137,910	611,910
2012	474,000	58,479	532,479
2013	—	—	—
	$ 2,135,738	$ 591,535	$ 2,727,273

9. Related Party Transactions

(a) Included in Contributions to Training Providers are payments to provincially funded Post Secondary Institutions of $72,229,254 and school districts of $3,854,469.

(b) During the year, the Authority paid $nil (2007 — $194,706) to companies that a member of the Board of Directors had an interest in. Payments of $1,100,000 and $390,000 were made to two separate not-for-profit societies, each of whose Boards includes an employee of the Authority. The employees did not participate in the approval of the payments.

(c) All office facilities are leased through the Ministry of Labour and Citizens' Services — Accommodation and Real Estate Services (ARES), a division of Shared Services BC. Total transactions for the year ended March 31, 2008 were $268,189 (2007 – $113,994).

10. Industry Training Organizations

In keeping with its Shareholder's Letter of Expectations from the Province, the Authority provides the policy framework and funding to support active and effective industry engagement and leadership through Industry Training Organizations (ITOs) with the aim of stimulating specific industry input in relation to program standards and training demand for each applicable industry sector.

The Authority made payments to the ITOs in accordance with specific funding agreements for the development of new training programs, modification of existing training programs, assessment of specific industry training demand and operational support.

The Tourism ITO, Propel, is a pre-existing tourism related independent not-for-profit industry association. Funding provided to Propel was $265,000 for the year ended March 31, 2008 (2007 — $55,000).

Five other ITOs are constituted as not-for-profit entities under the *BC Society Act* and are tax exempt under the *Income Tax Act*. These ITOs have not been consolidated into the Authority's statements:

- there are no significant differences in accounting policies from those followed by the Authority;
- there are no restrictions on their resources; and
- a financial summary as of and for the year ended March 31, 2008 is:

	2008
Total Assets	$ 1,012,044
Total Liabilities	518,780
Net Assets	$ 493,264
Total Revenues	$ 2,936,114
Total Expenses	$ 2,617,972
Cash Flows — Operating	$ 220,971
— Investing	$ (109,825)

11. Financial Instruments

The Authority's financial instruments consist of cash, accounts receivable, accounts payable and accrued liabilities. It is management's opinion that the Authority is not exposed to significant interest or credit risk arising from these financial instruments.

12. Unrestricted Net Assets

The unrestricted net assets can be used for investment in capital assets or, with the prior approval of the Treasury Board, for meeting operating expenses in future years.

13. Comparative Figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

"We have a close relationship with ITA customer service, and we've been dealing with them constantly this past year, due to a huge increase in apprentice registrations and courses. The response we've been getting – from staff and management there – has been positive."

– Graham Young, Director of Training, DC 38 Joint Trade Society Training Centre, Surrey

Taking Training to the Next Level: Customer Service Keeps Standards up as Volumes Rise

Employees at the Industry Training Authority's customer service office substantially met 2007/08 customer service targets – despite the fact that the staff count remained roughly constant while activity volumes were up significantly.

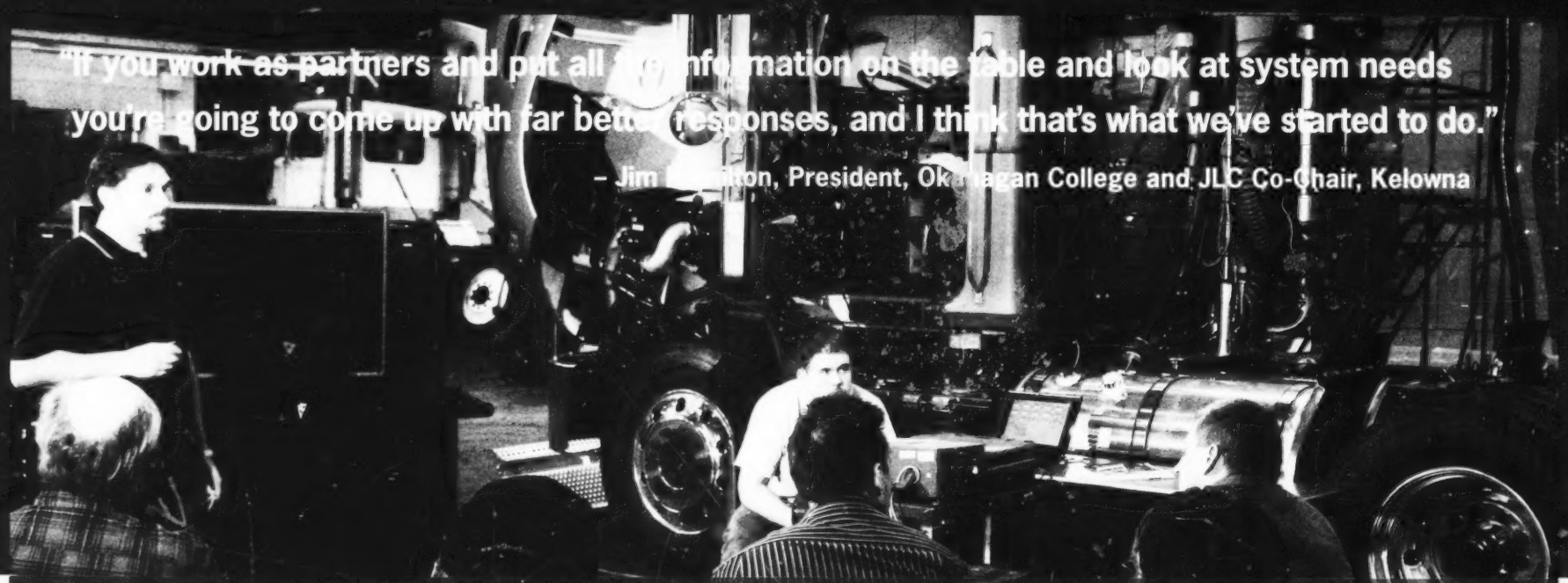
18 staff received 69,428 calls or about 275 every working day – up 12 per cent over the year before – and processed 19,449 registrations – up 26 per cent over the year before. They also responded to some 13,500 emails, marked almost 7,000 invigilated exams, and assessed some 3,800 requests to challenge for trade credentials.

A variety of measures better positioned staff to effectively cope with these volume increases. This included expanded training, designation of subject-matter experts within staff teams, and better preparation and integration with other ITA departments in connection with developments such as new program implementation.

Regular staff meetings and other improved opportunities for staff input have also been instrumental in streamlining processes and enhancing customer-service.

"We have staff here who are very motivated by challenge and that are watching the service-level results each month and constantly striving to improve them," says Customer Service Manager Ellen Brodie.

Tom Thorpe Photo



"If you work as partners and put all the information on the table and look at system needs you're going to come up with far better responses, and I think that's what we've started to do."

– Jim [illegible]ton, President, Okanagan College and JLC Co-Chair, Kelowna

Taking Training to the Next Level: Taking the ITA-College Partnership to the Next Level

During negotiations with public post-secondary institutions during 2007/08, with respect to a new funding formula, it became evident to all the parties that they would benefit from a permanent forum for dialogue and collaboration.

What is now known as the Joint Leadership Committee took shape in response. Formal terms of reference were approved late in the year, and the committee is now co-chaired by the Industry Training Authority's CEO and a designate of the public colleges.

The committee is intended to focus on strategic issues, and to facilitate better collaboration and system-wide planning. Among the issues which the ITA believes it will positively impact are: evaluation, wait lists and capacity optimization. Discussions during 2007/08 have already led to more coordinated training planning among the colleges and with the ITA.

The structure and mandate of the committee align well with the "enterprise partnership" model that the ITA is using to guide its interactions with training providers and other partners. This model involves collaboration among all the training system stakeholders who share a mandate to meet the needs of common customer groups, and better enables innovation.

Photo Courtesy BCIT (Scott McAlpine)

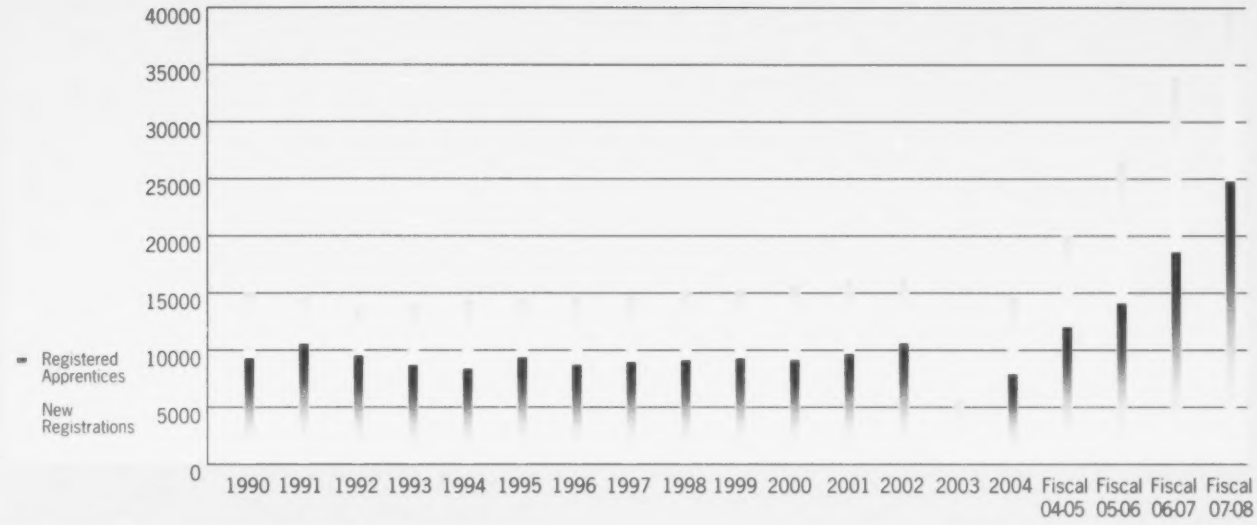
Key Statistics: Historic and Recent Performance

The full bars in these graphs represent the total number of registered apprentices at the end of the relevant time period. The sections of the bars differentiated in this way: represent the proportion of that total made up of new registrations during the period.

Registered apprentice figures from 1990-2002 and those from 2004 onward are not precisely comparable – as a result of the implementation of refined classification and tracking procedures – but provide an indication of relative participation levels over time. Sufficiently comparable numbers are not available for the 2003 transitional period immediately prior to when the ITA was formed and only the new registration figure is shown for that time period.

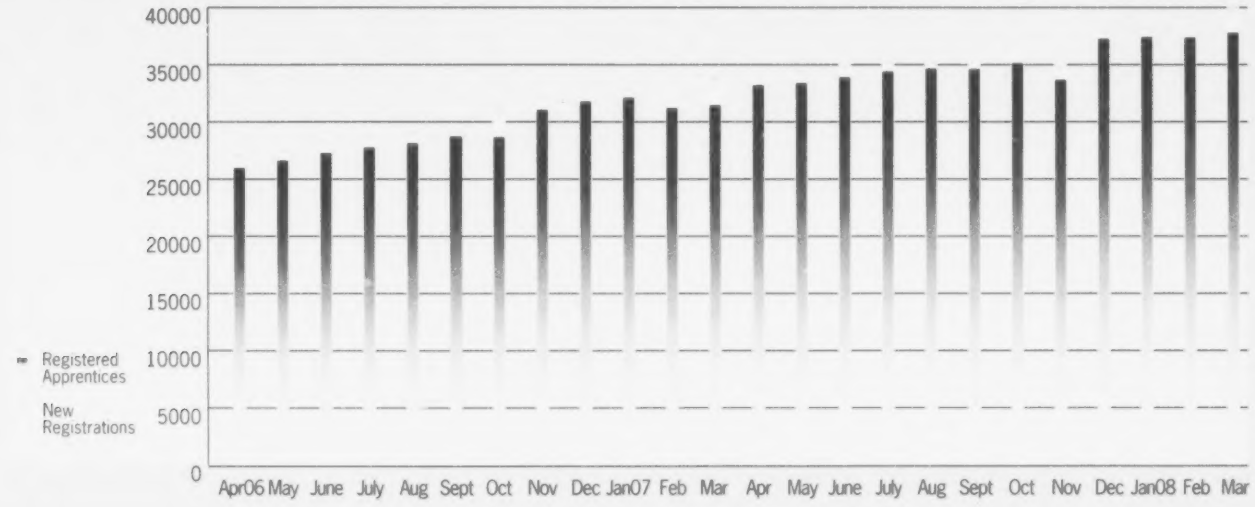
Historic Performance: Registered Apprentices and New Registrations

Figures include youth participants and exclude foundation program participants.



Recent Performance: Registered Apprentices and New Registrations

Figures include youth participants and exclude foundation program participants.



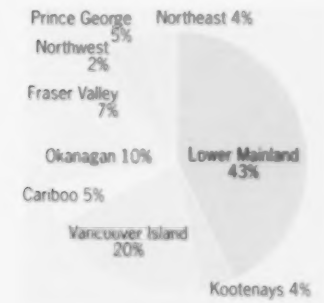
October and March figures for new registrations include ACE IT intakes.

Key Statistics: Training Participants

Age: All Registered Apprentices
As of March 31, 2008

Age: Newly Registered Apprentices
During 2007 / 08

Region: All Registered Apprentices
As of March 31, 2008



Region: Newly Registered Apprentices
During 2007 / 08

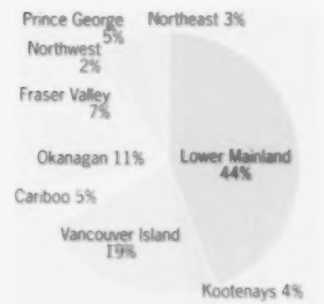
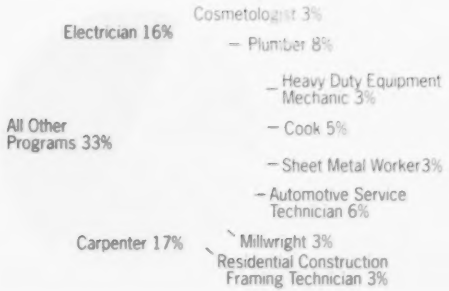


Photo Courtesy go2

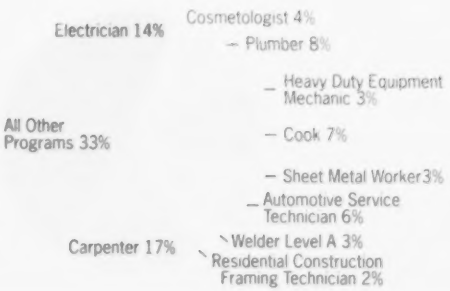
Staff of Propel, the tourism and hospitality sector's Industry Training Organization, at the official launch of this newly named entity in January 2008.

Key Statistics: Training Programs, ITOs, Completion Rates

Top Training Programs: By Number of Registered Apprentices
As of March 31, 2008

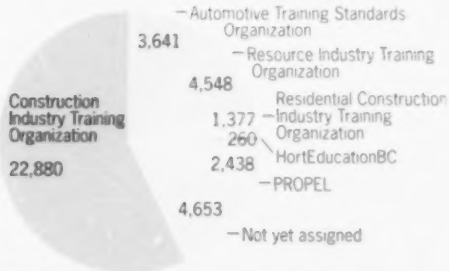


Top Training Programs: By Number of Newly Registered Apprentices During 2007 / 08



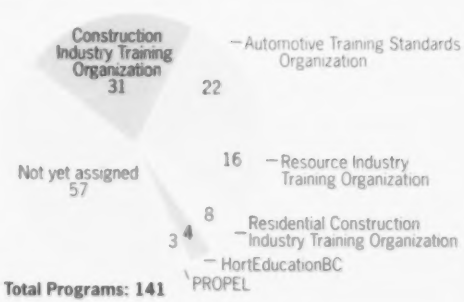
Operating Industry Training Organizations: Scope of Responsibilities

Number of Apprentices As of March 31, 2008



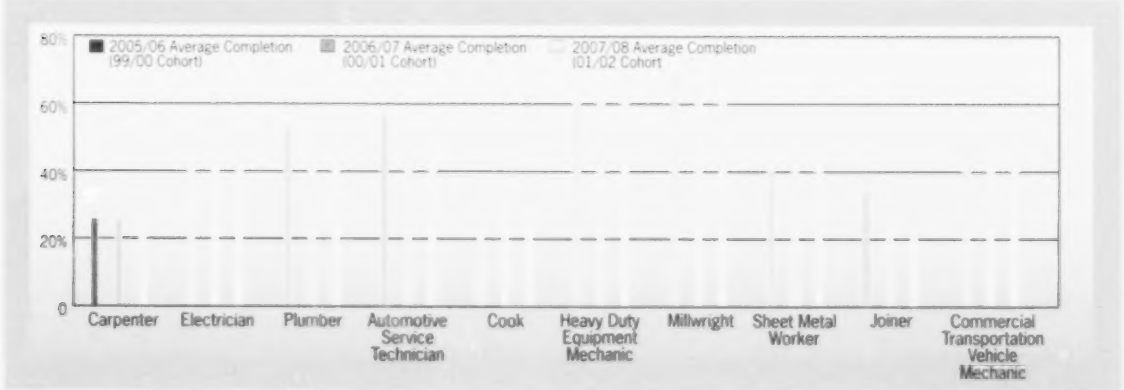
Total Apprentices: 39,797
Includes youth participants, excludes foundation program participants

Number of Programs As of March 31, 2008

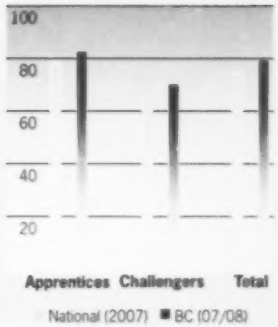


Total Programs: 141

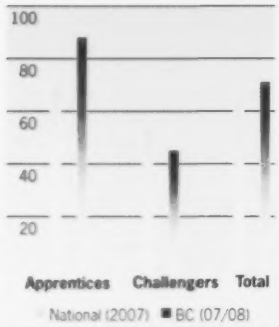
Completion Rates: Major Red Seal Trades



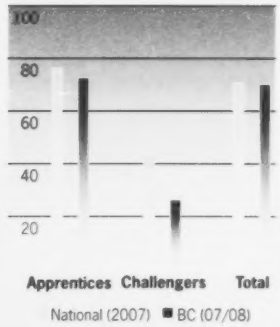
Carpenter



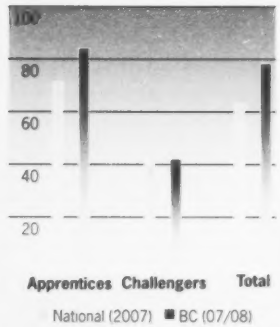
Electrician



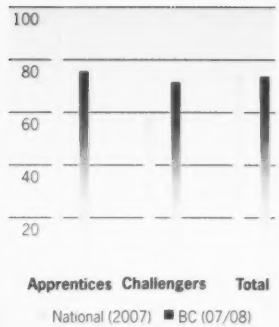
Plumber



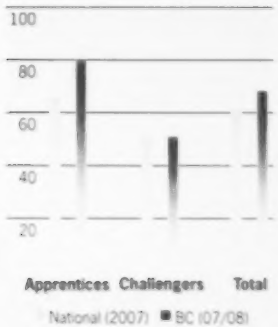
Automotive Service Technician



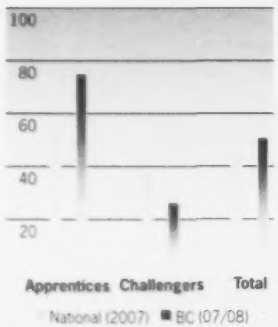
Cook



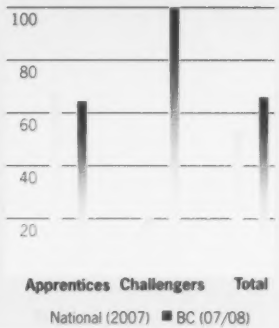
Heavy Duty Equipment Mechanic



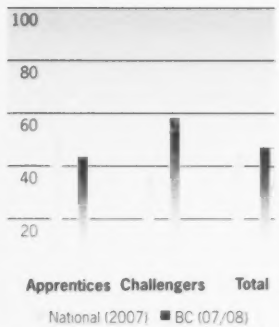
Millwright



Sheet Metal Worker



Joiner



Commercial Transportation Vehicle Mechanic

Glossary

ACE IT – One of three programs to facilitate youth entry into industry training, providing secondary school students with the opportunity to earn credit for level one (or higher) technical training, through partnership arrangements involving school districts, post-secondary institutions, and local employers. Participants may also achieve credit towards completion of both the work-based training component of an apprenticeship and secondary school graduation, and/or post-secondary credit depending on program structure.

Alternative Training Delivery – Technical training delivery that does not involve traditional block release and time-based models delivered in institutions. Examples include part-time and competency-based training, and e-learning and other forms of distance learning.

Apprentice – A person who registers with the Industry Training Authority and pursues an industry training program – combining work-based training with technical or institution-based training – with the intent of obtaining an industry training credential.

BC Reporting Principles – A set of principles – endorsed by the government, legislature and auditor general of BC – intended to enhance the quality of information disclosed by BC Crown agencies in their annual reports.

Credential/Certification – Formal recognition that an individual has successfully completed an industry training program. In BC, the industry training credentials issued upon apprenticeship completion take the form of a provincial Certificate of Qualification, possibly with an inter-provincial or Red Seal endorsement. Credentials are also awarded upon completion of a foundation program.

Foundation Programs – Pre-apprenticeship and primarily in-school based programs (including those formally known as Entry Level Trades Training Programs) directly aligned with apprenticeship programs, and providing an entry point by which participants can earn credit for level one technical training without the need for a sponsor who has committed to provide work-based training.

Industry Training Organization – An industry-directed, not-for-profit legal entity with responsibility for developing and managing industry training programs province-wide within a particular economic sector (e.g. horticulture, residential construction, automotive repair).

Industry Training Program – An occupation-specific program involving defined competencies and standards, assessment tools and a credential to be awarded upon successful completion. Includes both apprenticeship and foundation programs.

Red Seal – A national program providing a standardized endorsement for specific occupations/trades and allowing for greater labour mobility. Upon successful completion of a Red Seal exam, a Red Seal endorsement is added to the provincial credential.

Secondary School Apprenticeship (SSA) – One of three programs to facilitate youth entry into industry training, providing secondary school students with the opportunity to earn combined credit towards completion of both the work-based training component of an apprenticeship and secondary school graduation, as well as to qualify for a $1,000 scholarship.

Sponsor – A qualified individual or other legal entity (often, but not necessarily, an employer) that commits to ensuring that an apprentice receives work-based training relevant to his or her industry training program, and under the direction of one or more qualified individuals.

Technical Training – The institution-based (in-class or distance education) component of an industry training program that provides a combination of theoretical knowledge and practical skills to complement work-based training.

Training Purchase Plans – Contractual agreements between the Industry Training Authority and training providers, specifying the types of industry training programs to be offered – and number of participants – in return for defined funding contributions.

Utilization Rates – The proportion of available spaces within ITA-funded technical training programs that were actually filled by apprentices (including programs offered at public post-secondary institutions, by private trainers, and as part of pilot programs).

YES 2 IT – One of three programs to facilitate youth entry into industry training, providing students in grades 6-9 with opportunities for hands-on exploration of trades careers, offered in partnership with local employers.

Industry Training Authority
1223 – 13351 Commerce Parkway
Richmond, British Columbia V6V 2X7
Telephone: 604.214.8700 Fax: 604.214.8701
info@itabc.ca **www.itabc.ca**